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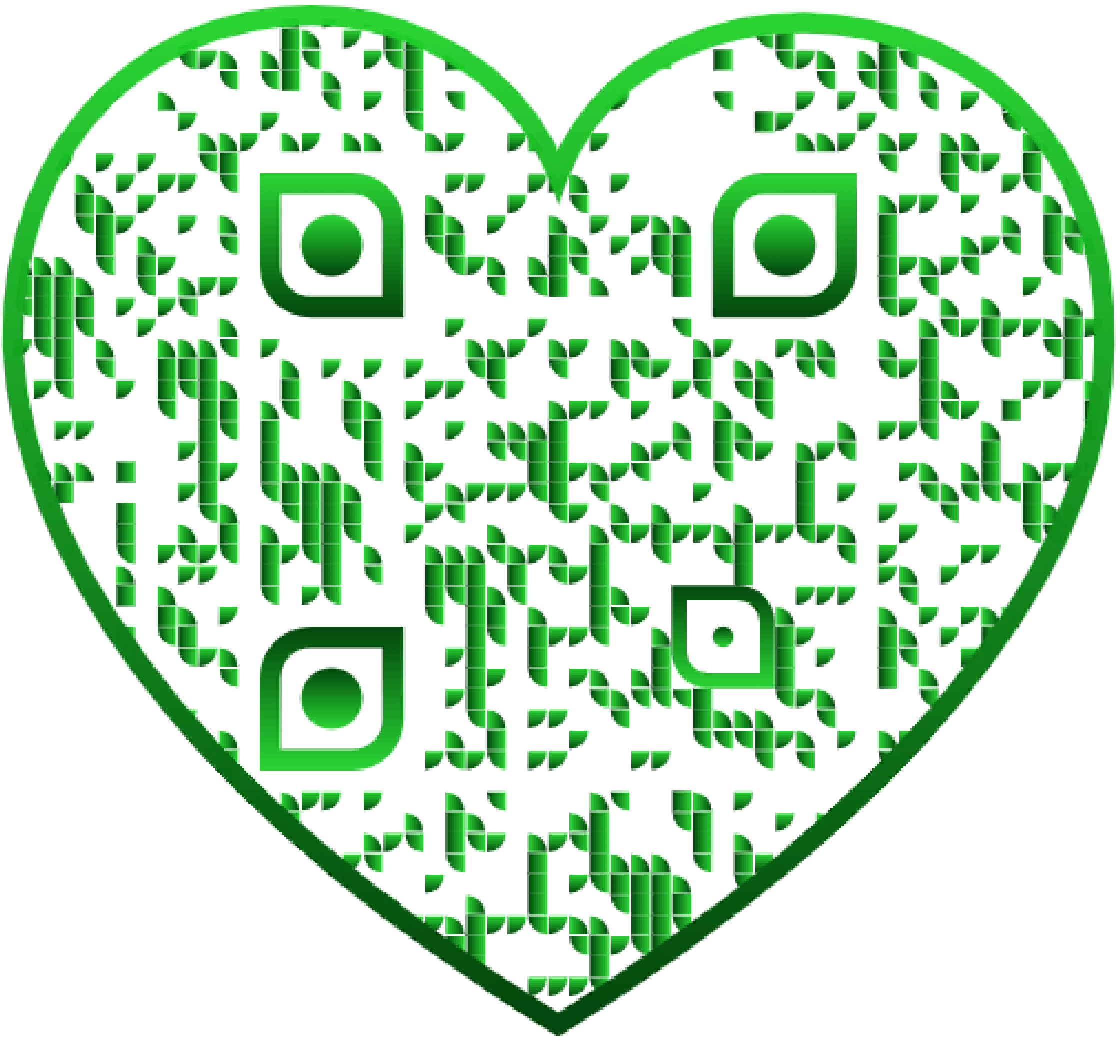
WALMART
AI-DRIVEN SHOPPING
OPENAI NOW ENABLES DIRECT PURCHASES THROUGH CHATGPT

FALLOUT
PREPARING FOR THE END
AI IS PUSHING BILLIONAIRES TO BUILD THEIR BUNKERS

M5 Devices
THE NEXT-GENERATION PROCESSOR POWERING VISION PRO, IPAD PRO, AND MACBOOK PRO



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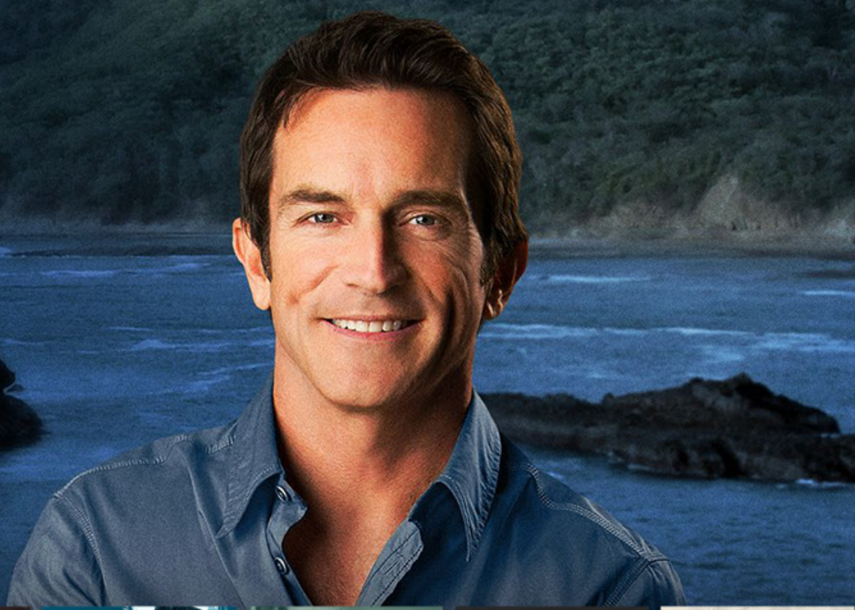

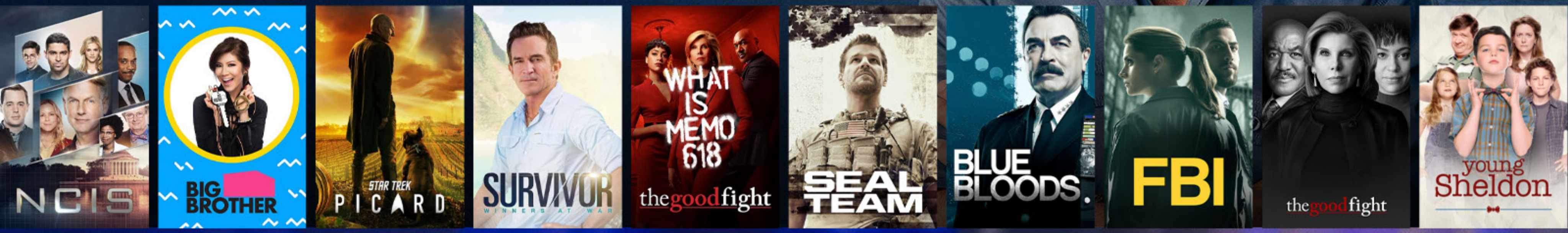
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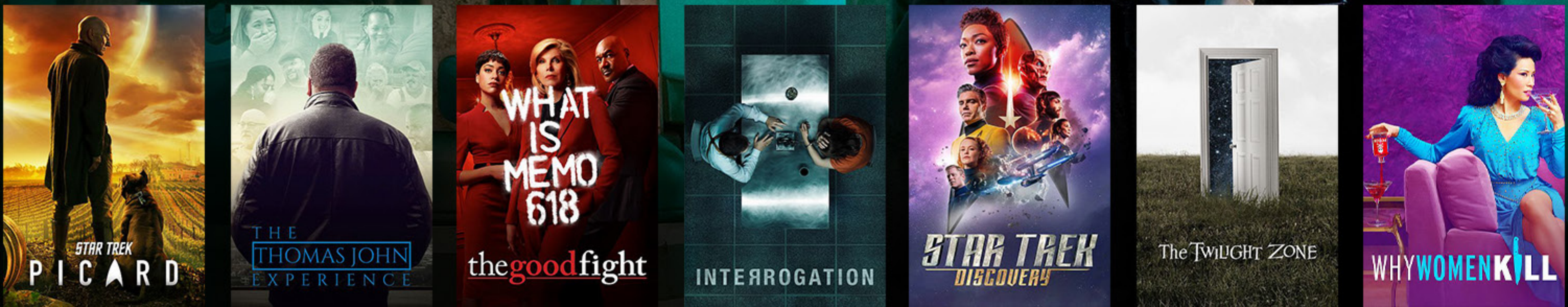
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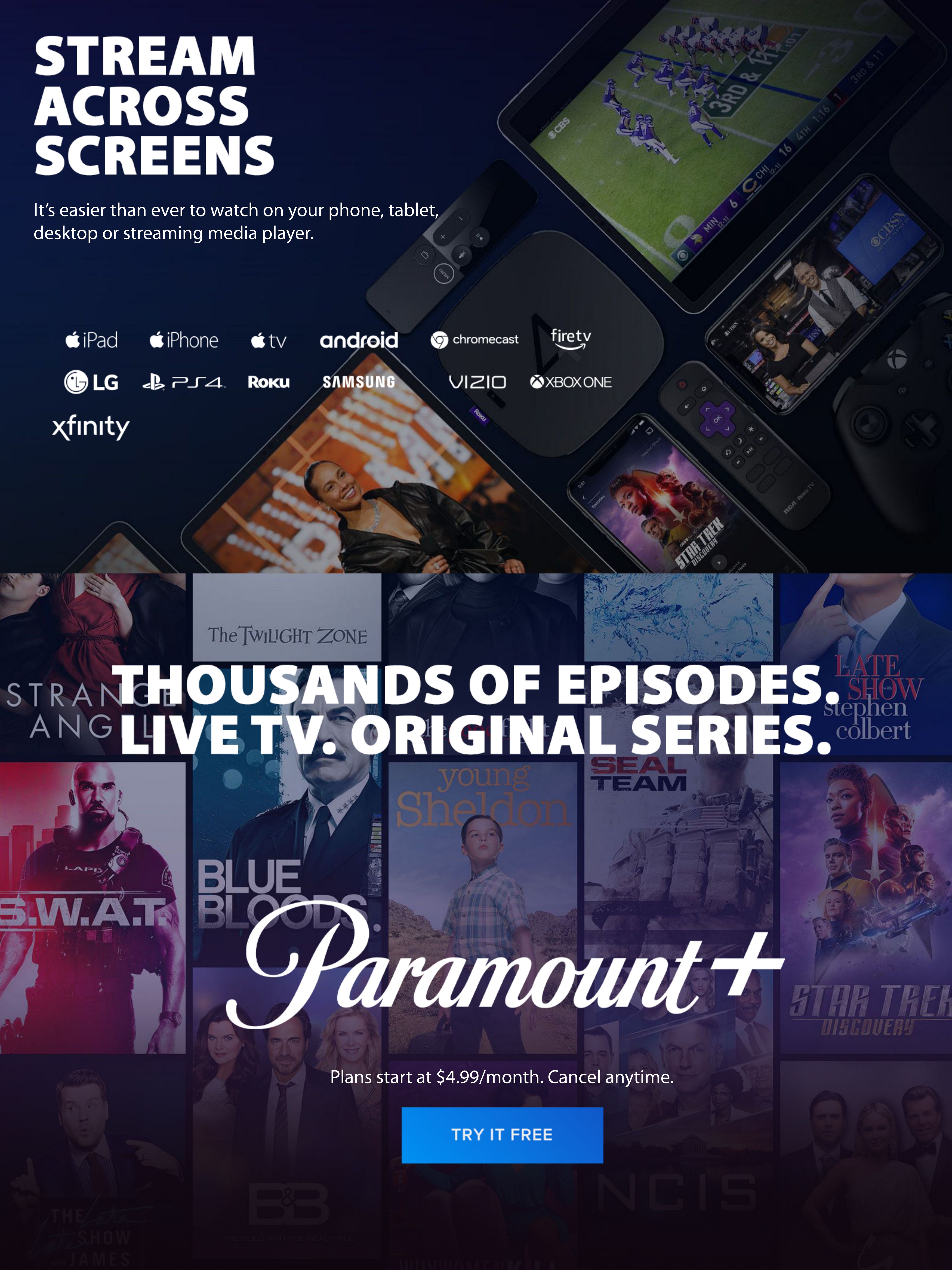

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WALMART PARTNERS WITH OPENAI TO ENABLE SHOPPING DIRECTLY THROUGH CHATGPT

Walmart has entered a defining moment in its digital evolution, introducing a conversational shopping experience that lets customers and Sam's Club members purchase items directly through ChatGPT. Shoppers can describe what they need in plain language, receive tailored suggestions, and check out in one flow without opening a browser or app. The approach turns a chat into a storefront and compresses the distance from intent to purchase into a single exchange.

The retailer frames this as an extension of its "shop anywhere" strategy. CEO Doug McMillon

Safari
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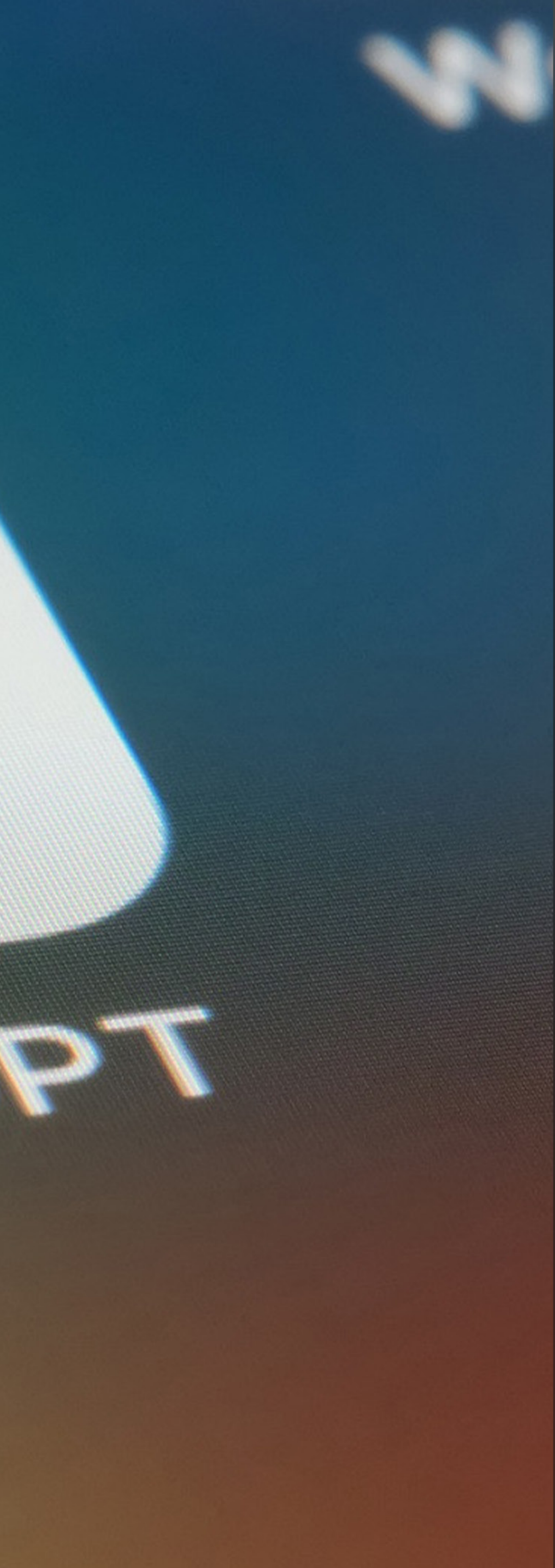


emphasized that customers should be able to buy wherever they prefer—inside a store aisle, on the website, in the app, or now within a chat window. The integration is rolling out in the United States first, with additional markets to follow, and it connects ChatGPT to Walmart's live catalog, inventory signals, and payments infrastructure so the assistant can complete real transactions.

Investor reaction underscored the stakes. Walmart shares rose after the announcement, reflecting expectations that conversational commerce can convert intent more efficiently than traditional clicks and taps. Analysts characterize the initiative as an early example of agentic commerce: a retail model where an AI assistant handles discovery, selection, and payment inside a single conversation while the retailer's systems quietly orchestrate fulfillment in the background.

CONVERSATIONAL SHOPPING REDEFINES E-COMMERCE

For two decades, online shopping has centered on search boxes, filters, and carts. ChatGPT shifts the interface to conversation. A customer can type, "Plan a weeknight taco dinner under $40," and the assistant assembles tortillas, proteins, produce, and spices from Walmart's catalog, cross-checks local inventory, proposes substitutions for out-of-stock items, and places the order with Instant Checkout. The same flow supports higher-consideration purchases. If a customer asks for a drip coffee maker under a certain budget, ChatGPT can compare top sellers, reference warranty options, and offer pickup or delivery times based on store proximity.

Order management also moves into the thread. The same chat can confirm delivery windows, track a driver's progress, process returns, and suggest complementary items. Because the assistant can remember preferences in context—brand loyalties, dietary constraints, household sizes—it shortens future purchases to a few words. Over time, the thread becomes a living shopping history that improves recommendations without forcing the customer to rebuild lists every visit.

WHY WALMART GAINS A COMPETITIVE ADVANTAGE

Walmart's scale gives the model an immediate runway. More than 4,700 U.S. stores function as fulfillment nodes, enabling same-day delivery and store pickup for many orders generated in ChatGPT. The company's real-time inventory systems and last-mile partnerships align well with a conversational checkout that promises immediacy. When ChatGPT proposes an item, Walmart can confirm stock at the closest store and reserve it before the customer approves payment, minimizing the risk of substitutions after the fact.

The company has also invested in the workforce and tooling required to support AI at the edge. Associates in stores and distribution centers already use machine learning for demand forecasting, shelf intelligence, and routing optimization. Extending those capabilities to a public interface accelerates a loop in which data from customer conversations informs operations, and operational signals make the conversations smarter.

Strategically, the partnership positions Walmart distinctively against rivals experimenting with

Walmart

Chat

proprietary assistants. By meeting customers inside a broadly used AI, Walmart reduces friction for first-time use. There is no new app to download, no account to set up beyond what already exists, and no learning curve. When the assistant is where the customer already spends time, intent can convert faster and more often.

TRUST, TRANSPARENCY, AND QUALITY OF EXPERIENCE

The model's promise depends on accuracy and speed. If a suggestion is wrong, a price is stale, or delivery windows slip, trust erodes. Walmart must keep catalog metadata, pricing, promotions, and inventory synchronized with the assistant in near real time. That requirement puts pressure on data pipelines, because even small lags can surface unavailable items or outdated offers. A successful rollout demands observability across every step—query parsing, product ranking, inventory confirmation, payment authorization, and order orchestration—so issues can be diagnosed and corrected quickly.

Privacy sits alongside performance. Customers will make purchases in a third-party chat environment and expect the same protections they receive on Walmart's own platforms. The two companies must clearly explain what data is shared, how long it is retained, and how personalization works. Opt-in controls, transparent receipts, and simple ways to audit or delete past interactions will influence adoption as much as speed or selection.

Merchandising in a neutral interface presents a creative challenge. In a store or an app, Walmart controls shelf placement and promotion design. In a chat, the assistant curates results. Walmart needs to ensure that the ranking logic reflects availability, value, and brand standards while respecting the assistant's goal of serving the customer's stated needs. Done well, the experience feels helpful rather than pushy, and the retailer's voice shows up through relevance rather than banners.

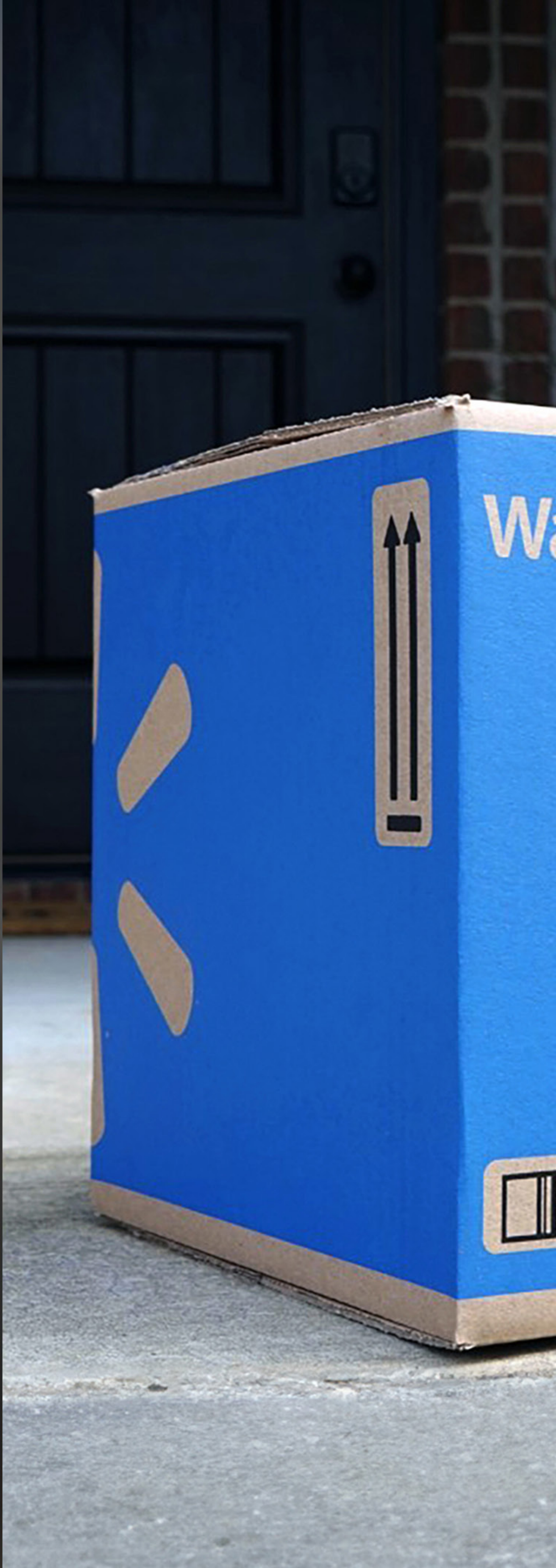
WHAT SUCCESS LOOKS LIKE

A strong launch would show higher conversion on routine, low-consideration baskets—groceries, household supplies, pet food—where convenience and speed dominate. As customers grow comfortable, larger baskets and higher-value categories can follow. Success would also mean shorter time-to-purchase, fewer abandoned carts, and fewer support contacts, because the conversation itself resolves questions that used to require separate pages or phone calls.

The omnichannel backbone will matter. Many customers still prefer curbside pickup or in-store returns, and a conversation that ends at a local counter should feel continuous. The order placed in ChatGPT should greet the customer on store screens, notify associates with the right substitutions if needed, and close with the same digital receipt that appears in the Walmart app. A clean handoff across channels is part of what turns a novelty into a habit.

A GLIMPSE OF RETAIL'S NEXT FRONTIER

The current integration introduces conversational ordering; the next phase points toward proactive assistance. An AI that knows a household's cadence for detergent or diapers can suggest refills before they run out, propose seasonal



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swaps, or flag deals that match past preferences. Subscription logic can become flexible rather than fixed, adjusting intervals based on observed use and feedback gathered in the thread. For small businesses, the same interface can reorder office supplies or breakroom staples on schedules determined by spend thresholds instead of calendar dates.

Retailers have pursued versions of this vision for years through lists, reminders, and recommendation engines. The difference now is a channel that accepts free-form intent and remembers context across time. When that channel sits on top of a logistics network capable of same-day execution, the experience shifts from shopping as a task to shopping as a conversation that never resets.

Walmart is building toward that horizon by anchoring conversational commerce to assets competitors cannot easily copy at once: a national store grid, dense last-mile coverage, a vast catalog with real-time visibility, and operational discipline refined at massive scale. If adoption grows, the retailer will have converted its physical footprint into an advantage inside a digital dialog, turning every store into an extension of a chat and every chat into an on-ramp for pickup, delivery, and service.

The integration with ChatGPT does not replace apps or websites; it adds a lane that many customers will find faster. Some will continue to browse and compare on large screens. Others will type a single sentence and wait for a knock at the door. The strength of Walmart's approach lies in supporting both without forcing a choice.

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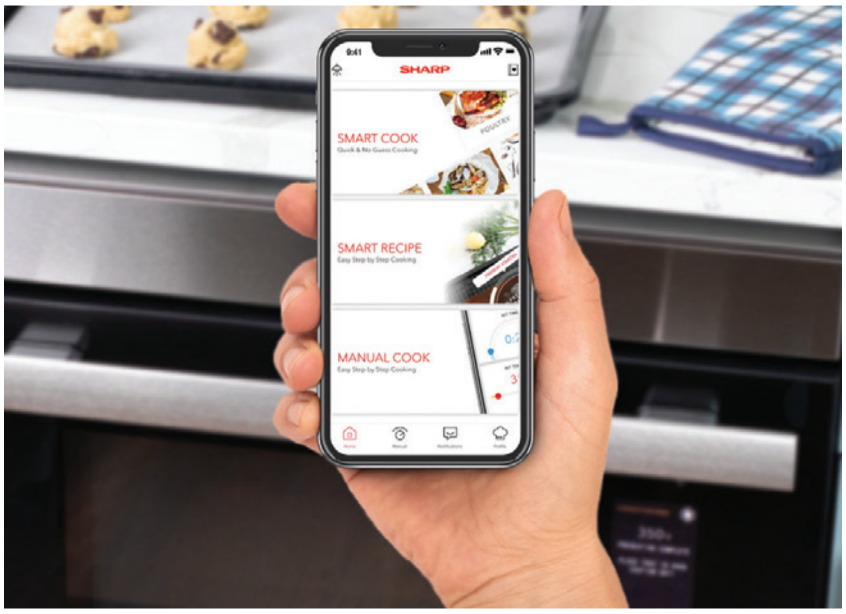

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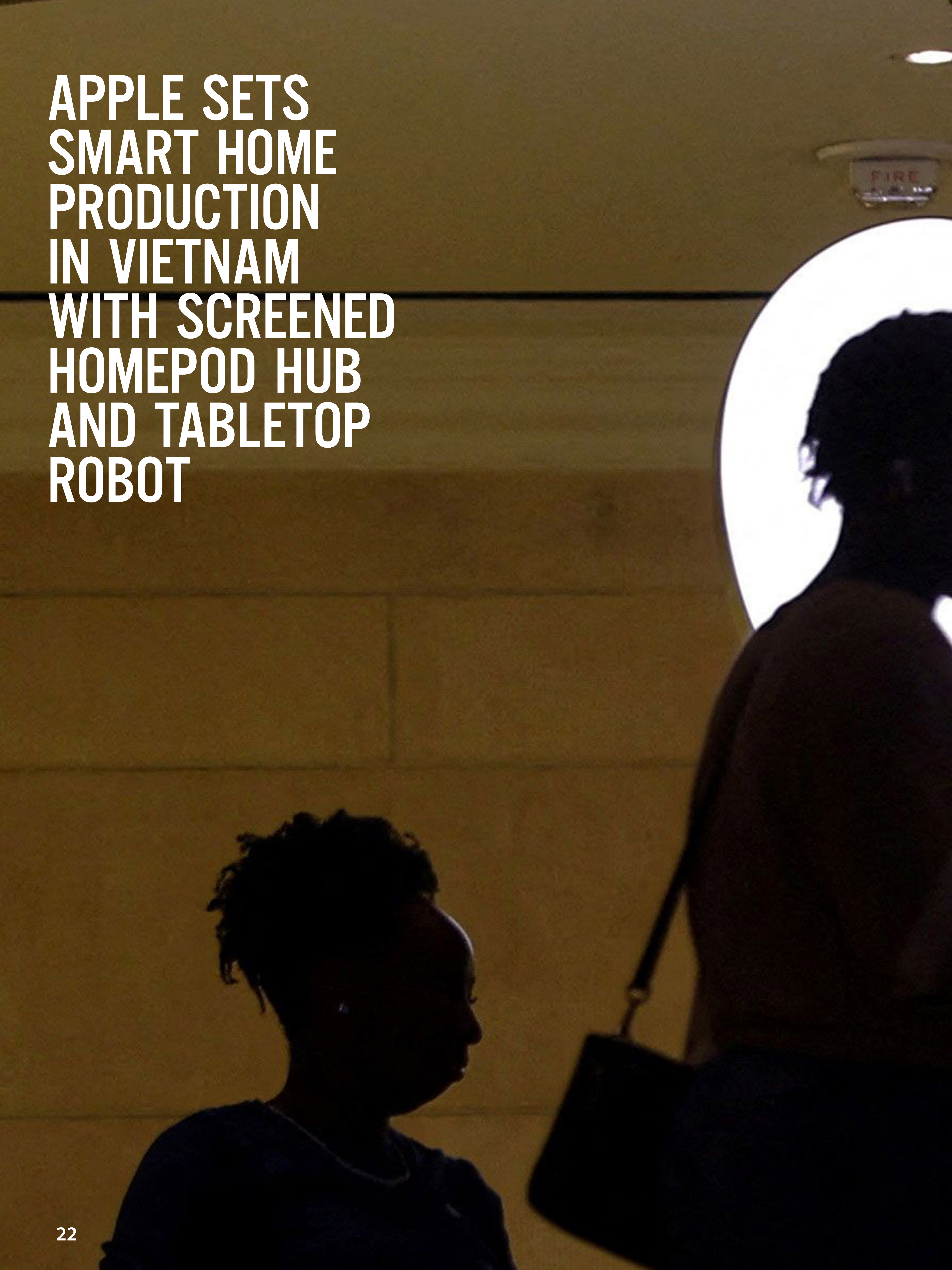
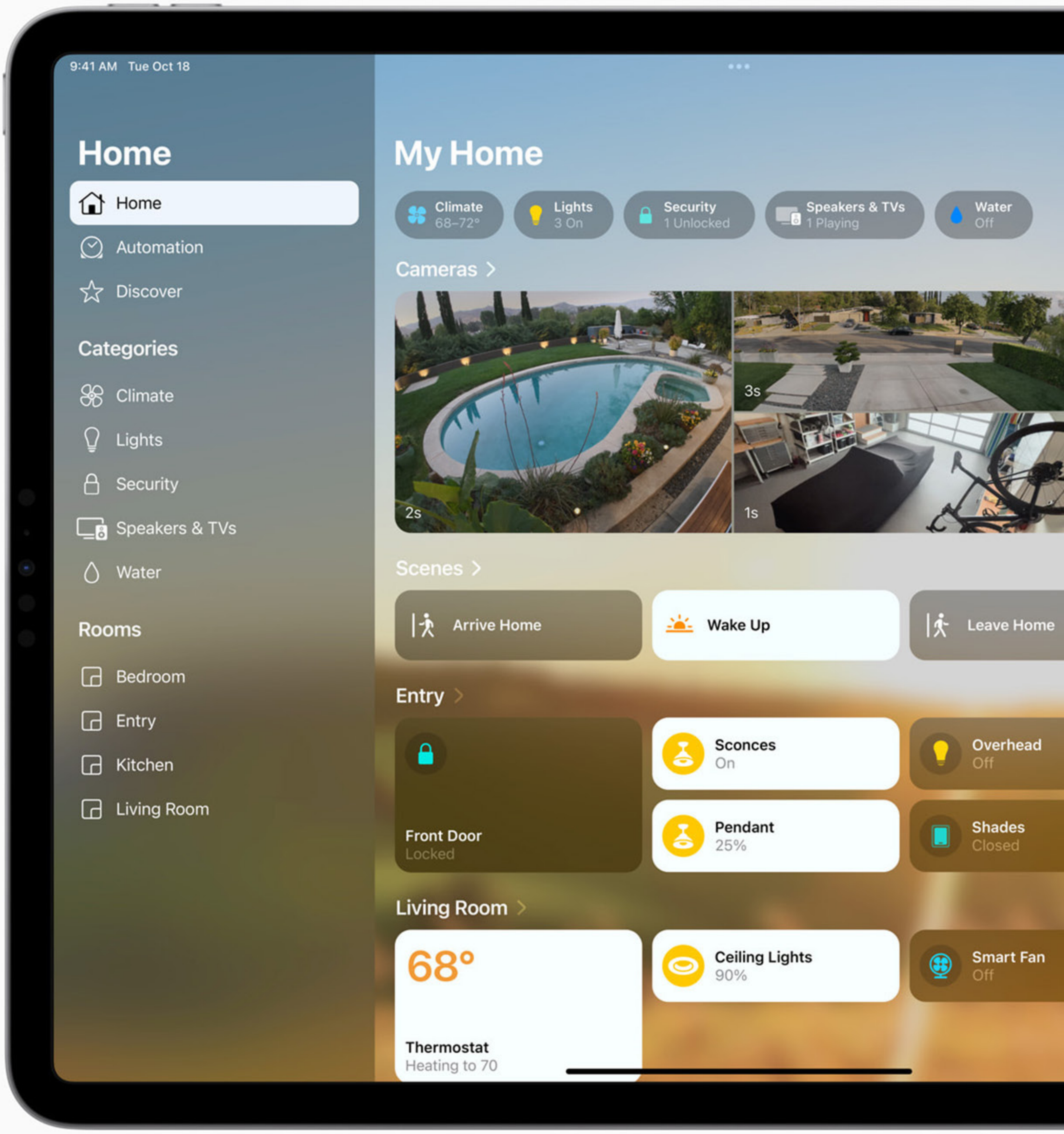


APPLE SETS SMART HOME PRODUCTION IN VIETNAM WITH SCREENED HOMEPOD HUB AND TABLETOP ROBOT



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Apple is preparing a new wave of smart-home hardware and shifting final assembly to Vietnam, signaling a deeper geographic diversification of its supply chain. Plans include a HomePod-style hub with a built-in display, an indoor security camera, and a motorized tabletop robot that carries a larger screen. BYD—best known globally for electric vehicles and already a key Apple manufacturing partner—will handle final assembly, testing, and packaging for the hub and the robot in Vietnam. The program represents a rare instance in which Apple launches a brand-new product category outside China from day one.

NEW DEVICES DESIGNED FOR SMARTER, MORE IMMERSIVE HOMES

The screened hub targets household control rather than general computing. A seven-inch display is expected to anchor the experience, with a form factor that can sit on a table like a compact smart display or mount on a wall near high-traffic spaces such as kitchens and hallways. Apple has long been rumored to want a central device that ties together Home app controls, FaceTime, Apple TV+ playback, and smart-home automations without requiring an iPhone or iPad nearby. The price target hovers around US$350, positioning the hub above many competing smart displays but closer to Apple's premium hardware ethos.

Vietnam's role in the rollout highlights how Apple is distributing risk and building redundancy across Asia. Over the past few years, the country has grown from auxiliary capacity for AirPods and Apple Watch into a broader manufacturing base that includes iPads and select Mac models. Adding a new category—smart displays and robotics—pushes that evolution further. For Apple, a diversified footprint helps manage tariffs, logistics shocks, and policy changes while keeping lead times competitive. For Vietnam, the program brings higher-complexity products and an influx of supplier ecosystems that follow Apple's anchor orders.

BYD LEADS MANUFACTURING AS APPLE DIVERSIFIES BEYOND CHINA

The tabletop robot represents the boldest idea in the lineup. Internally, it is designed to move its screen on a motorized arm and reposition around a countertop or desk, enabling more natural angles for video calls, glanceable information, or guided recipes. The display size is expected to be larger than the hub's, around nine inches, and the device aims to showcase a more expressive, animated interface that responds to proximity and gaze. Target timing trails the hub by roughly a year, reflecting the robot's tougher integration of motors, sensors, and next-gen Siri.

Software maturity is a gating factor across the family. An upgraded Siri—infused with Apple's newer on-device models and selective cloud responses—is central to the hub's value. The assistant must understand layered home commands, fetch relevant facts from the web with transparency, and hand off to apps across HomeKit devices with minimal taps. Apple's design goal is simple: the hub should reduce phone dependency for routine home tasks, not create another screen that needs micromanagement. That vision has pushed hardware schedules to align with Siri's roadmap so voice, touch, and glance interactions feel unified.

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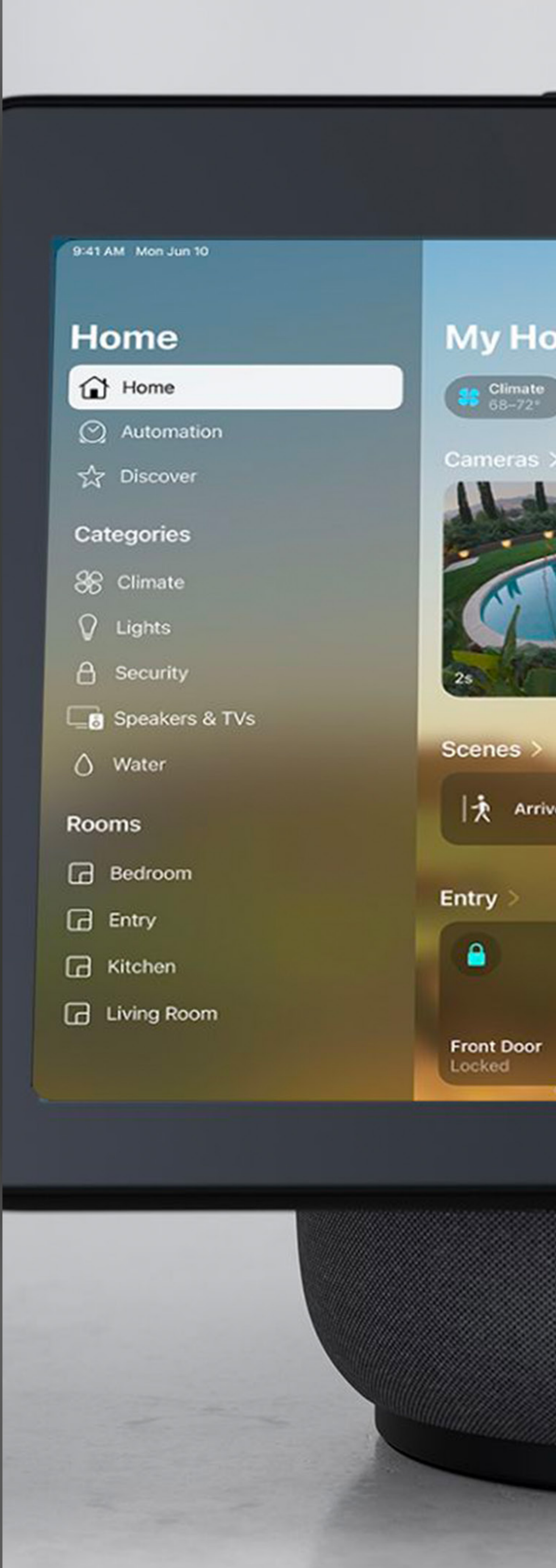
Weekend Recap
Weekend Recap

BYD's assignment underscores Apple's modular approach to manufacturing. The company has steadily widened BYD's scope from batteries and enclosures to full device assembly, and now to brand-new categories. In Vietnam, BYD can pair Apple's custom silicon and displays from established panel vendors with final assembly lines tailored to small home appliances. Because the hub and robot sit at the intersection of audio, display, camera, and motion systems, Apple benefits from a partner that already builds at scale across multiple component types and can stand up "FATP" (final assembly, testing, packaging) quickly.

VIETNAM GAINS NEW ROLE IN APPLE'S GLOBAL STRATEGY

A screened HomePod-class device also dovetails with Apple's services business. A persistent display near the kitchen or entryway offers a high-frequency surface for Apple TV+ promotion, Apple Music playback, Apple Arcade casting, Home-aware widgets, and cross-selling within Apple One. Unlike a phone, the hub is stationary and shared, which invites multi-user design choices—from visual passkeys and Face ID profiles to context-aware handoffs when an iPhone approaches. Those mechanics will matter as Apple balances privacy with convenience in a communal device.

Price and positioning remain strategic levers. At around US$350, Apple is staking a premium claim relative to mainstream smart displays. The pitch leans on tight integration with Apple devices, far-field audio quality inherited from HomePod work, on-device intelligence to minimize cloud dependencies, and a longer support window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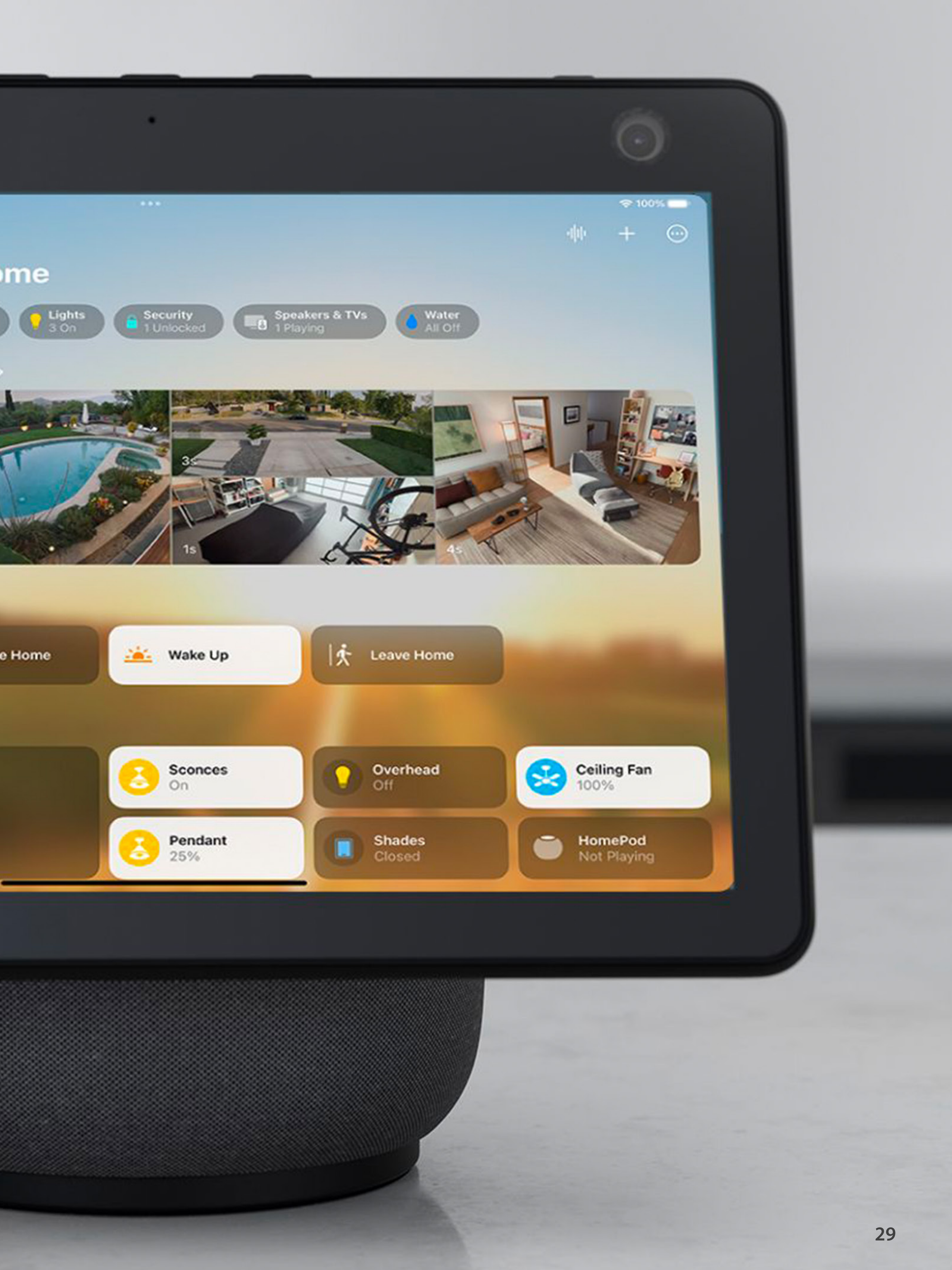
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than many rivals. The robot, arriving later and likely at a higher price tier, carries a different brief: demonstrate a category Apple can uniquely polish—motion, expression, camera framing, and multi-modal assistance—rather than chase commodity screens.

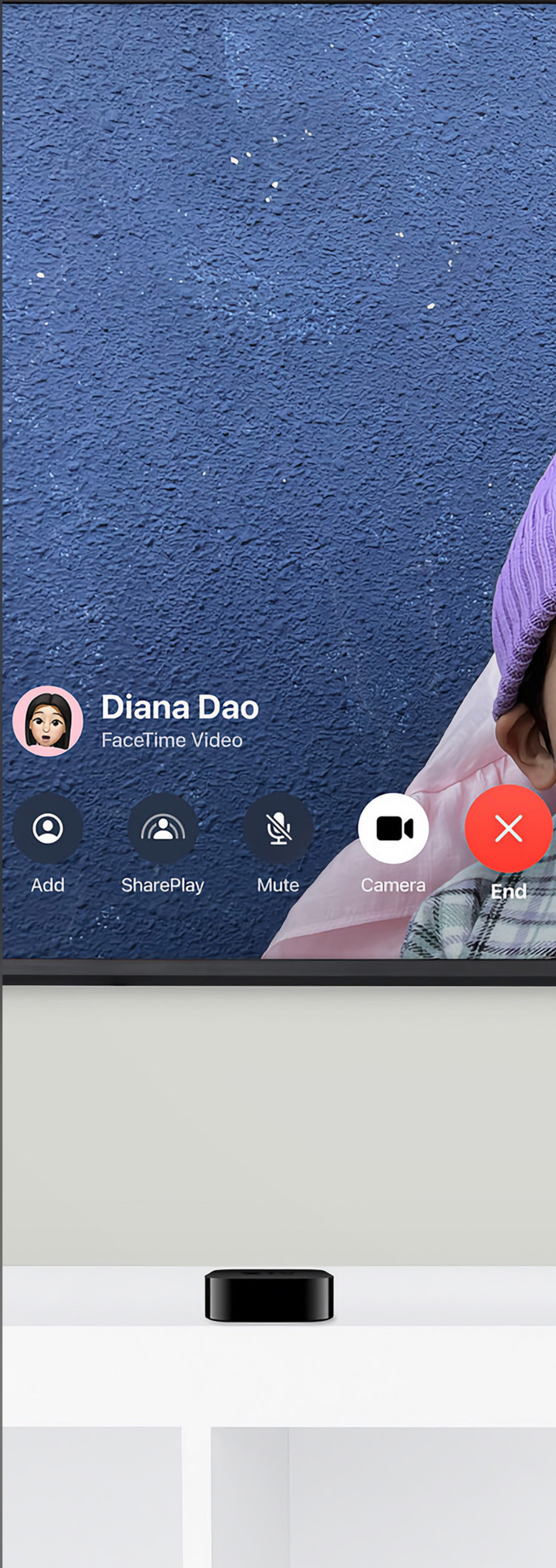
Vietnamese manufacturing brings advantages and constraints. Strengths include a deepening base of skilled labor, growing vendor parks aligned to Apple's standards, and mature logistics lanes to major markets. Constraints include continued reliance on imported components for advanced displays and actuators, and tariff exposure that does not disappear simply because final assembly moves out of China. Apple's answer has been incremental localization: start with FATP, then widen local content as suppliers invest in nearby subassembly lines.

Competitively, a home hub with Apple's industrial design and services hooks pressures rivals from two directions. On one side, traditional smart displays face a challenger that can lean on a billion-plus active devices and a high-trust privacy posture. On the other, premium speakers confront a model that layers visual context and presence detection onto whole-home audio. The robot extends the gap a step further if Apple nails reliability and expressive motion; even modest mobility and auto-framing can make a screen feel less passive and more assistive.

The biggest unknown lies in behavior change. Consumers have proven they like ambient assistants for timers, music, and quick questions, but a stationary screen has to earn its counter space. Apple's answer appears to be utility density: camera calls that auto-frame; Home controls that genuinely replace phone steps; tiles that surface the right glanceable data; and continuity so a request that starts on a phone can finish on the hub without friction. If those patterns feel predictable and private, a US$350 price can be justified as an everyday appliance for multi-user households.

Launch pacing reflects that calculus. The hub leads, giving Apple a year to harden the software, study usage, and refine accessories such as wall mounts and magnetic stands. The robot follows once Siri's visual and motion semantics mature. Along the way, expect Apple to spotlight sustainability elements—recycled aluminum and rare earths, energy-efficient panels, and software updates that extend product life—because a device meant to live in the home should also read as responsible and durable.

Apple has spent a decade turning the home into an extension of its ecosystem through AirPlay, HomeKit, and Apple TV. Placing manufacturing of the next stage in Vietnam—and pairing it with a partner capable of rapid scale—sets the hardware foundation for that strategy. If the execution matches the ambition, a screen on a speaker and a screen on an arm could become fixtures in Apple households the same way the watch did on wrists and the earbuds did in pockets.



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ORACLE DEEPENS AI PARTNERSHIP WITH AMD TO CHALLENGE NVIDIA’S CLOUD DOMINANCE

ACLE

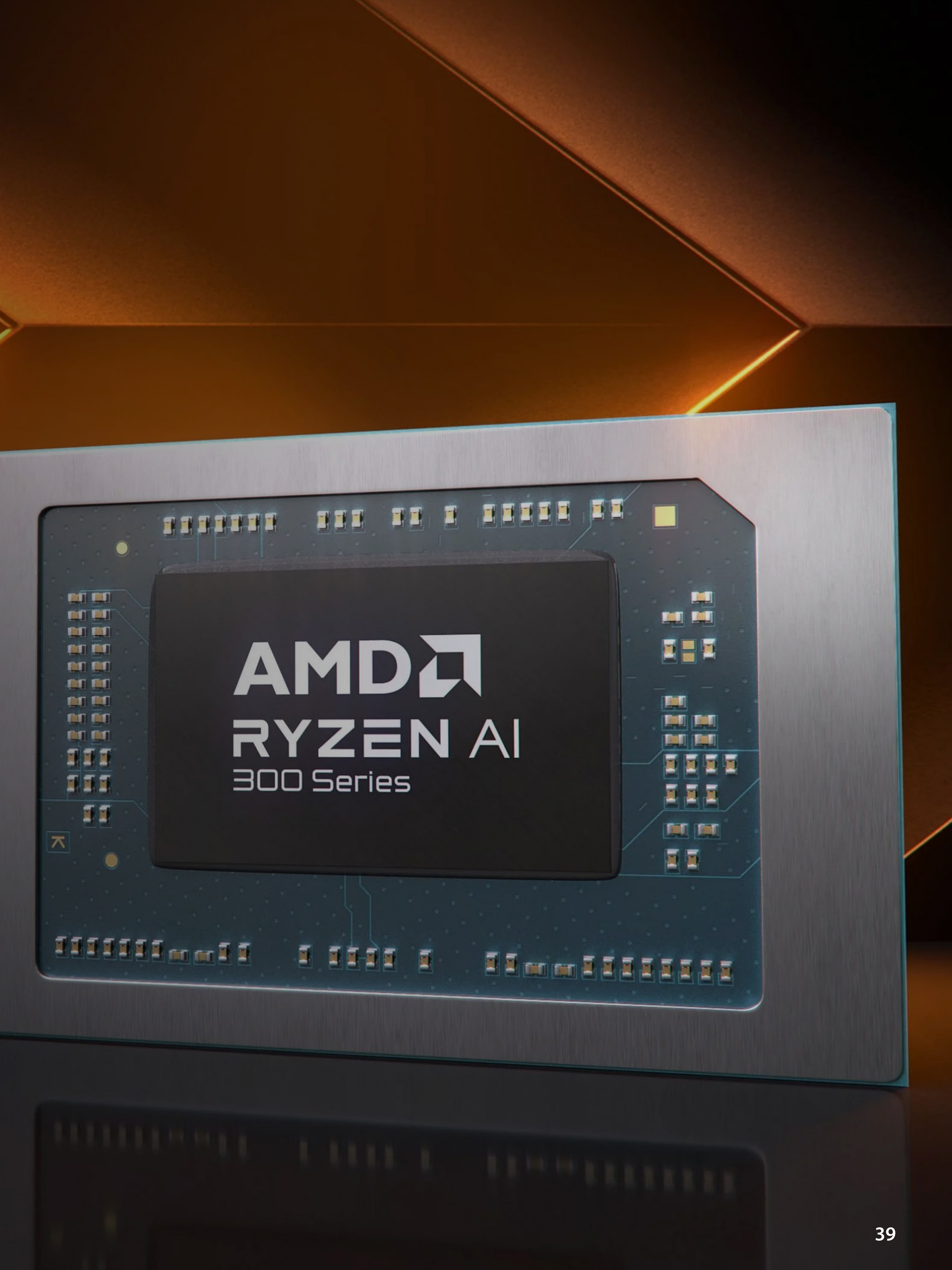
Oracle is taking a decisive step in the global race for artificial intelligence infrastructure. The company announced that it will soon offer cloud services powered by AMD's next-generation AI chips, marking a deep expansion of their collaboration and signaling growing competition against Nvidia's commanding lead in AI hardware.

BUILDING A NEW FOUNDATION FOR AI WORKLOADS

Oracle Cloud Infrastructure (OCI) will be among the first platforms to deploy AMD's upcoming Instinct MI450 accelerators, expected to launch in 2026. This new generation of chips builds upon the MI300 series, already integrated into several Oracle cloud regions, and promises higher efficiency, lower latency, and better scalability for advanced AI workloads.

The partnership is not new—Oracle has been a strategic customer of AMD for years—but this expansion is its boldest move yet into AI-specialized infrastructure. By committing to thousands of MI450-based systems, Oracle aims to become a top-tier alternative to cloud giants like Amazon, Google, and Microsoft, all of which rely heavily on Nvidia GPUs to power their AI offerings.

This initiative also represents a direct response to surging demand from enterprises seeking affordable compute power to train large language models and run high-intensity inferencing at scale. According to Oracle, customers using the new AMD hardware will gain access to improved performance-per-dollar ratios and energy efficiency, two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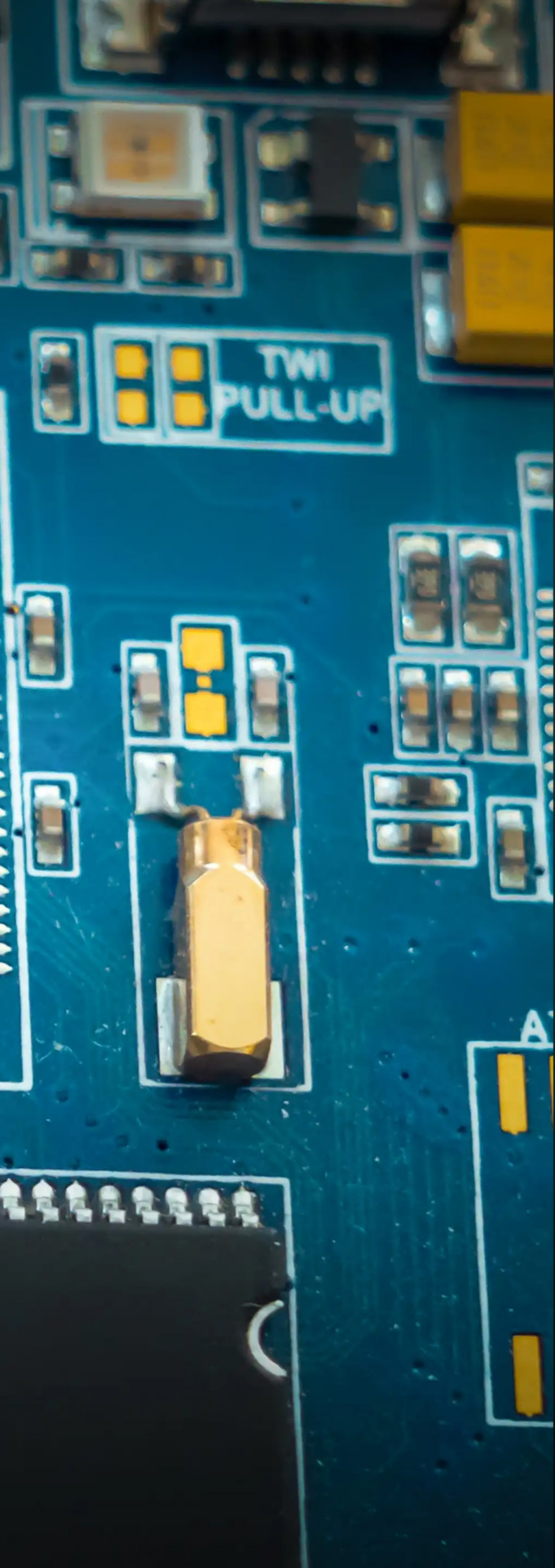

metrics increasingly critical in the competitive AI cloud landscape.

THE STRATEGIC ROLE OF AMD'S INSTINCT LINE

AMD's Instinct line has quietly become a credible alternative to Nvidia's H100 and H200 accelerators. The upcoming MI450 chips, built on a refined 3-nanometer architecture, are expected to deliver major gains in throughput and memory bandwidth while integrating tightly with AMD's EPYC CPUs and Pensando networking processors.

This triad of components—GPU, CPU, and network—forms what AMD calls the "Helios Platform," a rack-scale design optimized for AI superclusters. In Oracle's data centers, these systems will operate in unified blocks of compute, supporting workloads from fine-tuning multimodal models to powering generative AI applications for enterprise customers.

While Nvidia continues to dominate the market with roughly 80% share of AI accelerators, AMD is leveraging its open ecosystem and cost advantages to court cloud partners seeking diversification. Oracle's adoption of AMD chips demonstrates a maturing of that strategy. It gives customers access to multiple silicon choices and helps reduce dependency on Nvidia's constrained supply chain and premium pricing.

A CALCULATED MOVE IN THE AI ARMS RACE

The global shortage of GPUs has become one of the defining bottlenecks of the AI era. Nvidia's hardware remains in overwhelming demand, commanding wait times that stretch months for bulk orders. By integrating AMD's latest accelerators into its cloud, Oracle is positioning itself as a key player capable of offering immediate access to large-scale AI compute without waiting on Nvidia's supply chain.

This is not just a cost-saving exercise—it's a strategic hedge. Oracle wants to make OCI a destination for AI startups, enterprise developers, and research institutions that are currently priced out or delayed by Nvidia's ecosystem. By offering competitive pricing and high availability through AMD infrastructure, Oracle can attract workloads that otherwise might default to Microsoft Azure or Amazon Web Services.

The deal also strengthens AMD's credibility with hyperscale clients. The chipmaker already has ongoing partnerships with Microsoft and Google for EPYC-based compute, but Oracle's decision to double down on its GPUs represents one of AMD's largest single AI deployments to date.

HOW THE PARTNERSHIP CHALLENGES NVIDIA'S DOMINANCE

Nvidia's CUDA software platform remains its most powerful moat. Developers across academia and industry rely on CUDA-optimized frameworks that make Nvidia hardware easy to deploy at scale. AMD's challenge has always been to close that software gap.

To address this, AMD is pushing its ROCm (Radeon Open Compute) framework, which

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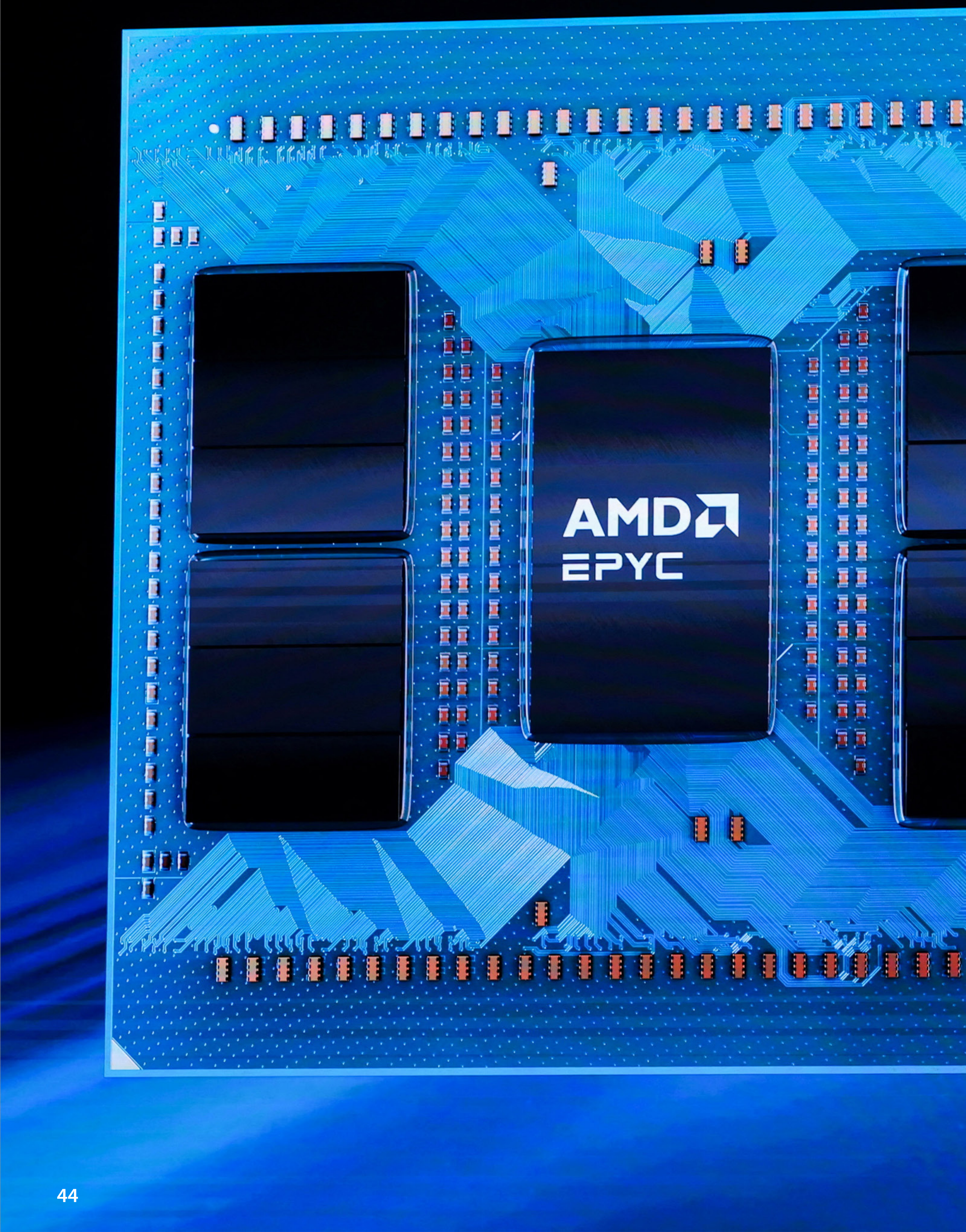
AMD
EPYC

now supports mainstream AI libraries such as PyTorch, TensorFlow, and JAX. Oracle, meanwhile, is contributing engineering resources to improve ROCm compatibility within its own AI services stack. The two companies are working to ensure that developers can migrate workloads between Nvidia and AMD environments with minimal friction.

If successful, this could mark one of the first times a major cloud provider offers genuine flexibility between GPU architectures. Such interoperability could appeal to enterprise customers wary of vendor lock-in, and it may gradually erode Nvidia's long-held dominance in cloud AI computing.

BROADER MARKET CONTEXT AND COMPETITIVE PRESSURE

Oracle's move comes as hyperscalers worldwide are diversifying their AI hardware suppliers. Amazon has been investing heavily in its in-house Trainium and Inferentia chips, while Google continues to scale its proprietary Tensor Processing Units (TPUs). Microsoft, for its part, uses both Nvidia and AMD hardware while developing its own Maia AI chips.

This diversification trend is driven by both economics and necessity. The explosion in AI adoption—from chatbots to real-time translation, image generation, and digital twins—has created an insatiable appetite for compute power. Costs for training frontier models have risen exponentially, pushing cloud providers to find new efficiencies.

By choosing AMD's upcoming MI450 chips, Oracle aligns itself with a rapidly expanding wave of multi-vendor strategies designed to control costs and ensure supply stability. The partnership also enhances Oracle's reputation as a flexible, open-infrastructure provider—an image that contrasts with its past as a traditional enterprise software company.

IMPLICATIONS FOR THE AI ECONOMY

Analysts view the Oracle-AMD collaboration as a sign that the AI compute market is entering a new phase of competition. As chip diversity grows, customers may finally gain leverage to negotiate better pricing and availability for GPU resources.

In addition, AMD's commitment to energy efficiency could give Oracle an edge among sustainability-conscious clients. Data centers running AI workloads consume massive amounts of electricity, prompting both companies to highlight the MI450's improved performance-per-watt metrics. Oracle's integration of renewable-powered facilities and water-cooling technologies further aligns with corporate ESG goals increasingly scrutinized by investors and regulators.

The partnership may also accelerate innovation in model deployment. Oracle plans to integrate the AMD-powered clusters with its own AI Services suite, enabling customers to train, fine-tune, and deploy large-scale models on the same platform without transferring data between providers. This all-in-one approach mirrors what Microsoft has done with Azure OpenAI Service, but under Oracle's more vertically integrated architecture.

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RISKS AND WHAT COMES NEXT

Despite the optimism, challenges remain. AMD must deliver the MI450 chips on time and at scale—an ambitious task in a supply-constrained semiconductor market. Any delay could ripple through Oracle's rollout schedule.

Nvidia, meanwhile, is not standing still. The company plans to release its next-generation "Blackwell Ultra" GPUs in 2026, promising further gains in performance and efficiency. Intel and several emerging AI hardware startups are also vying for a share of the market, raising competitive pressure on both AMD and Oracle.

Yet, if Oracle succeeds in stabilizing large-scale AMD deployments and proving their performance parity, it could catalyze a more balanced ecosystem—one where cloud customers finally have credible, cost-effective alternatives to Nvidia hardware.

For AMD, this partnership adds a marquee win to a growing list of hyperscaler deals and underscores its determination to play a central role in the infrastructure behind generative AI's next chapter. For Oracle, it represents not just a technology milestone, but a strategic pivot toward becoming a full-stack AI platform—one capable of powering everything from enterprise analytics to autonomous systems.

In the emerging economy of artificial intelligence, control over compute is control over destiny. Oracle and AMD are betting that openness, scale, and collaboration—not monopoly—will define the next era of AI infrastructure.

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Image: Brendan McDermid

SALESFORCE COMMITS $15 BILLION INVESTMENT IN SAN FRANCISCO TO REVIVE TECH CAPITAL

Salesforce has announced plans to invest $15 billion in San Francisco over the next five years, reaffirming its commitment to the city it calls home and signaling a major bet on the future of California's struggling tech hub. The move marks one of the largest corporate reinvestments in the Bay Area since the pandemic, a period that saw waves of tech departures and downtown vacancies.

A LONG-TERM VOTE OF CONFIDENCE

The investment will span real estate, workforce expansion, AI infrastructure, and community initiatives, according to company executives. Salesforce — San Francisco's largest private employer and the namesake tenant of its tallest skyscraper, Salesforce Tower — says the plan is intended to "reinvigorate innovation, opportunity, and community impact" in the city over the next half decade.

Chair and CEO Marc Benioff said the decision reflects confidence in both the city's potential and Salesforce's evolving identity as a global leader in enterprise AI. "San Francisco is where our company was born and where the future of AI-driven business will be shaped," Benioff said. "This is about creating the next chapter — for Salesforce and for San Francisco."

The company did not disclose specific project timelines but said investments will begin immediately, focusing on office modernization, sustainability upgrades, and next-generation AI data systems.

REBUILDING SAN FRANCISCO'S TECH CENTER

The announcement comes as San Francisco continues to wrestle with economic challenges stemming from remote work, population shifts, and a sharp decline in downtown activity. Commercial vacancies in the city remain among the highest in the U.S., and many firms have relocated or downsized since 2020.

salesforce

Salesforce's multibillion-dollar commitment represents a rare countertrend, bringing renewed optimism to city officials eager to stabilize the local economy. Mayor London Breed praised the initiative as "a model for how leading companies can be part of San Francisco's recovery," emphasizing that long-term corporate investment is vital to restoring foot traffic, business confidence, and tax revenue downtown.

The partnership between Salesforce and city leaders will reportedly include public-private collaborations focused on AI workforce training, climate tech development, and affordable housing initiatives — areas Benioff has personally championed through his philanthropic foundation.

SALESFORCE'S AI EXPANSION

The announcement also ties into Salesforce's growing push into artificial intelligence, one of the fastest-expanding segments of the company's business. Salesforce has spent the past two years integrating AI copilots across its software suite, allowing customers to automate sales forecasting, customer service, and marketing tasks through natural-language prompts.

The company has also invested in local and cloud-based AI infrastructure, building systems designed to comply with emerging privacy and security standards while maintaining performance at scale. Much of the new San Francisco investment is expected to fund AI research and data infrastructure projects, including expansions to the Salesforce Data Cloud and Einstein AI platform.

According to analysts at Morgan Stanley, Salesforce’s investment reflects the growing convergence between enterprise software and AI-driven business intelligence — and positions the company to compete more directly with Microsoft, Oracle, and Google in high-margin AI services.

A SYMBOLIC SHIFT FOR THE CITY

Beyond its business implications, Salesforce’s move carries symbolic weight. San Francisco has faced widespread narratives about urban decline, crime, and corporate flight. The decision by one of its founding tech giants to double down rather than pull back may serve as a turning point in the city’s perception and recovery trajectory.

Benioff has long been one of San Francisco’s most vocal civic advocates, frequently blending philanthropy with corporate strategy. Over the past decade, Salesforce has contributed hundreds of millions of dollars to local hospitals, education programs, and homelessness initiatives. This new round of investment extends that pattern, anchoring the company’s technological and social missions in the same geography.

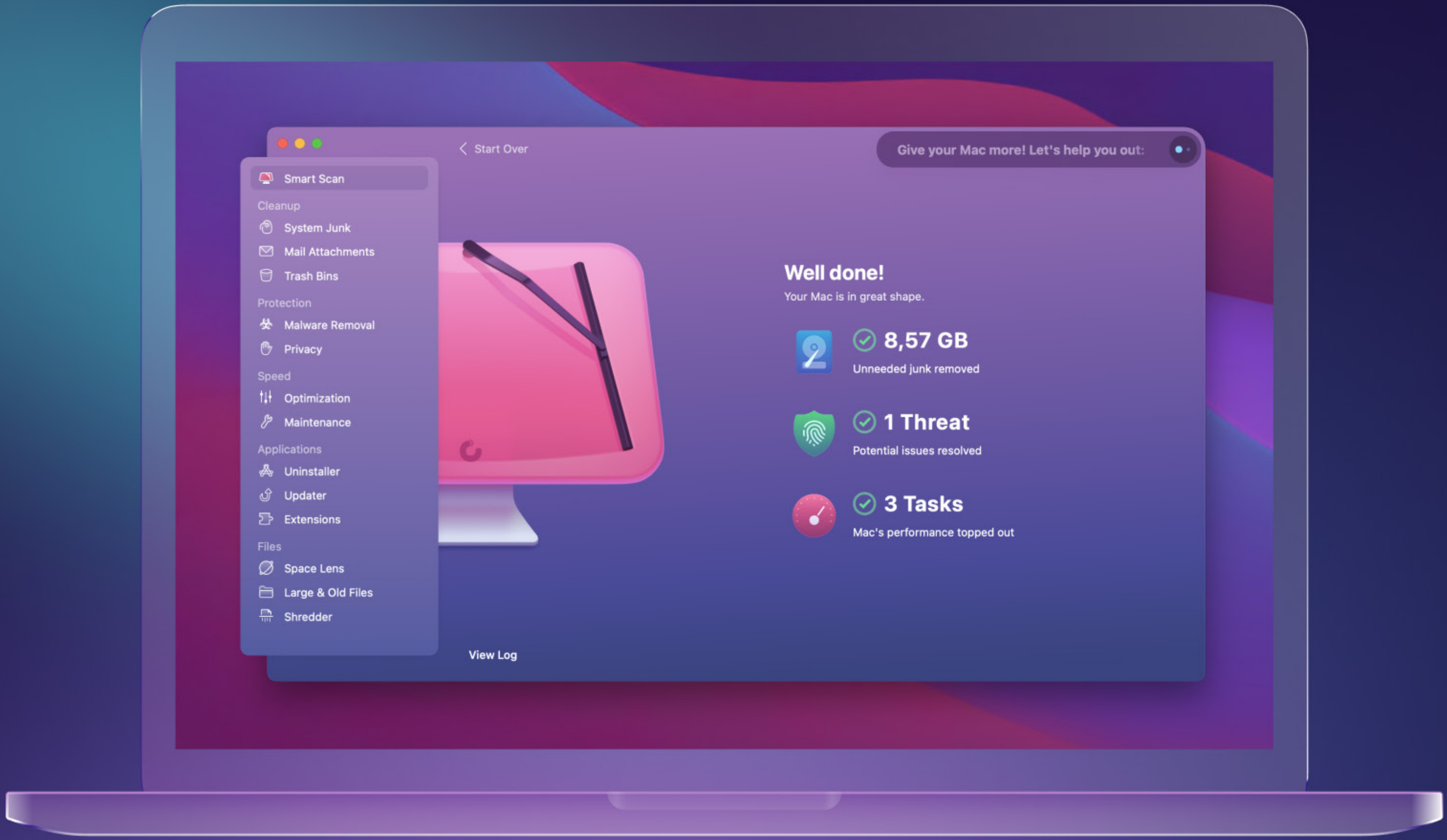
Image: Kim Kulish

AN UNCERTAIN BUT HOPEFUL FUTURE

The scale of the $15 billion investment — equivalent to nearly three percent of San Francisco's annual GDP — underscores both Salesforce's confidence and the fragility of the city's tech ecosystem. Analysts caution that for the investment to succeed, San Francisco will need to address persistent challenges including housing affordability, public safety, and infrastructure modernization.

Still, the move positions Salesforce not just as a tenant or employer, but as a steward of San Francisco's next transformation — one driven by AI, sustainability, and renewed civic engagement.

As Benioff put it, "San Francisco built the last generation of the internet. Together, we'll build the next one."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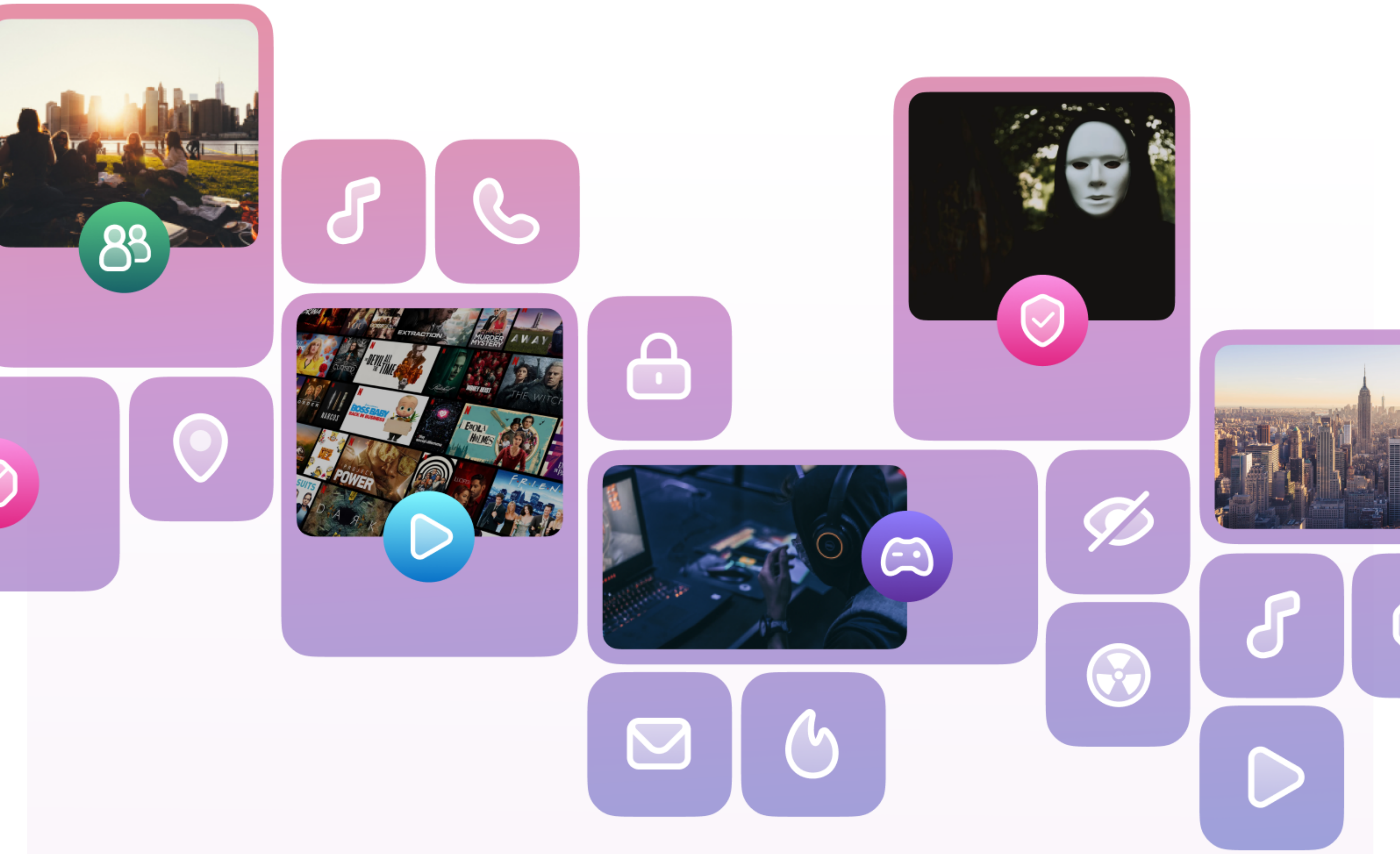

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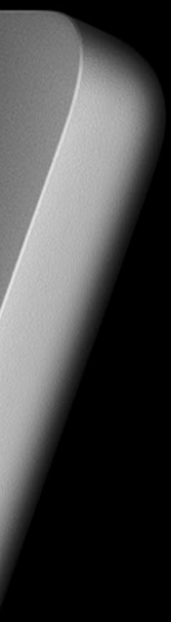
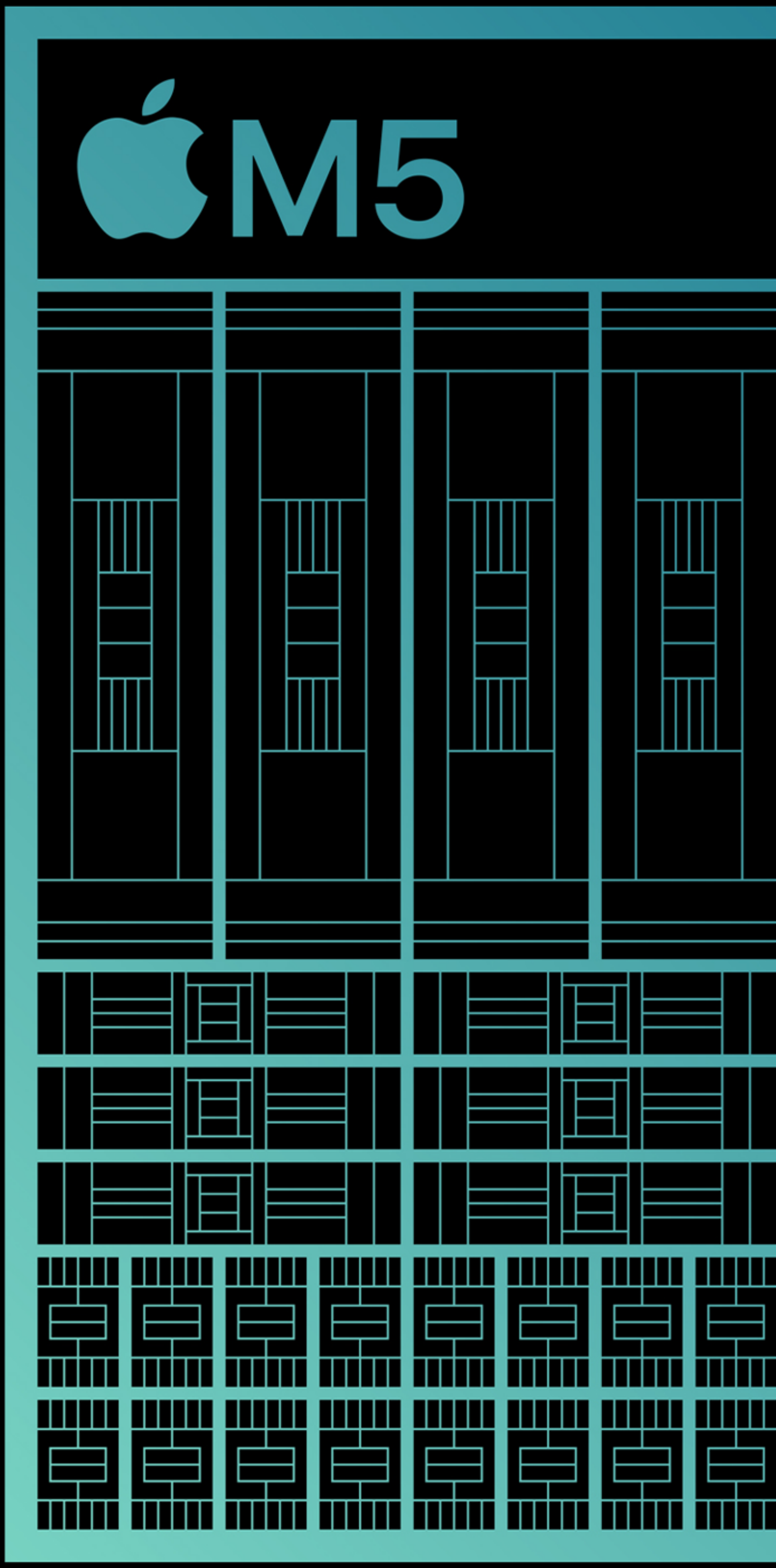


M5 Devices

THE NEXT-GENERATION PROCESSOR
POWERING VISION PRO, IPAD PRO,
AND MACBOOK PRO

COMMUNITY
GARDEN
EPISODE 3

The arrival of Apple's M5 silicon marks one of the most cohesive upgrades across its core product families in years. The company's new processor has been introduced on the iPad Pro, MacBook Pro, and Vision Pro, a rare synchronized refresh that redefines performance across three very different product categories.



THE M5 CHIP

The focus this time isn't on environmental progress or corporate milestones, but purely on performance, how much faster, more efficient, and capable these machines have become. Each now relies on the same foundation: a chip designed for AI computation, graphics acceleration, and seamless multitasking at the hardware level. The result is a generation of devices that look familiar but feel dramatically more advanced when put to real workloads.

The M5 is Apple's first processor designed entirely with generative AI workloads in mind. Built on a third-generation 3-nanometer process, it integrates nearly 40 billion transistors, representing a significant increase

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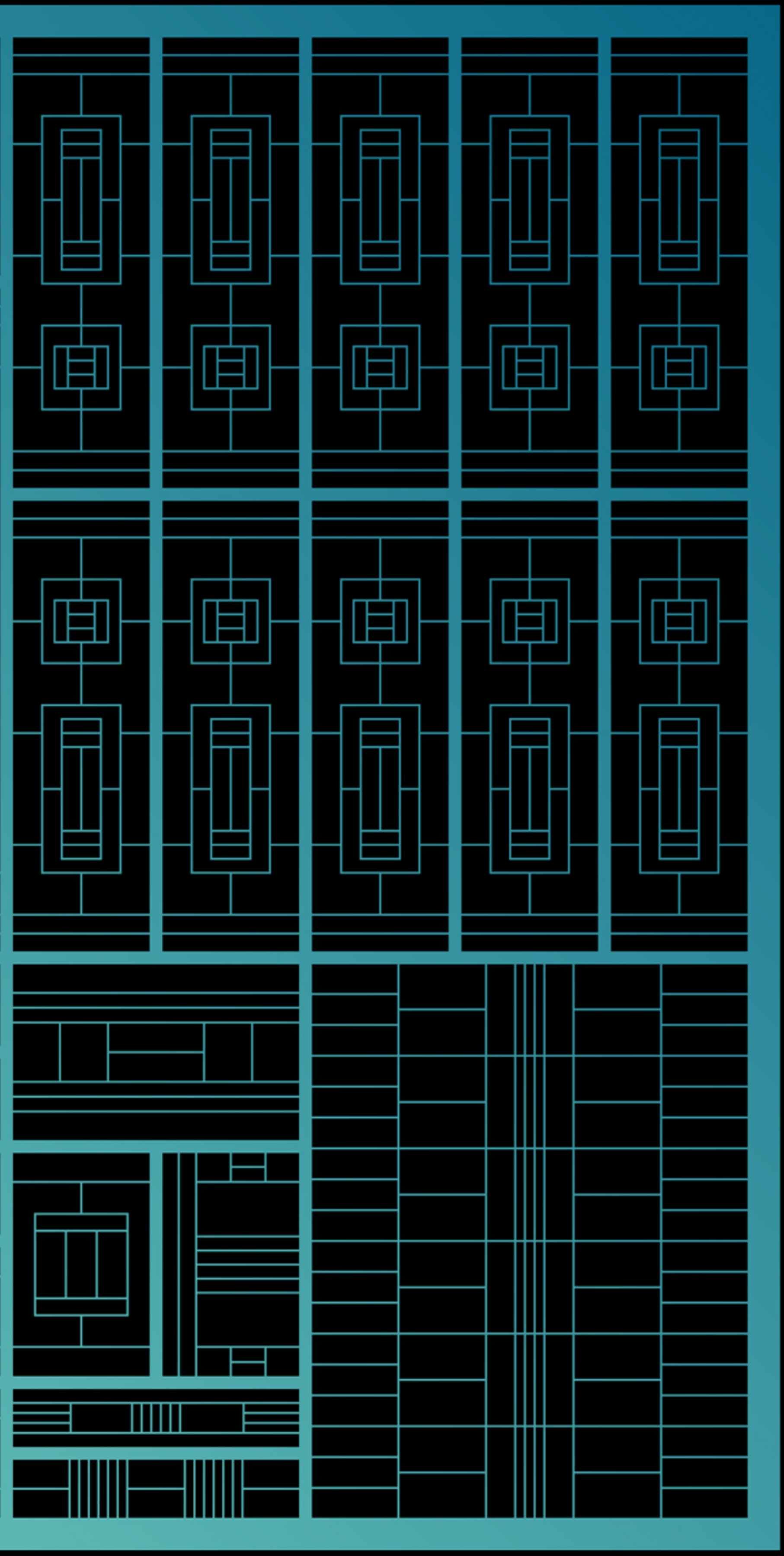
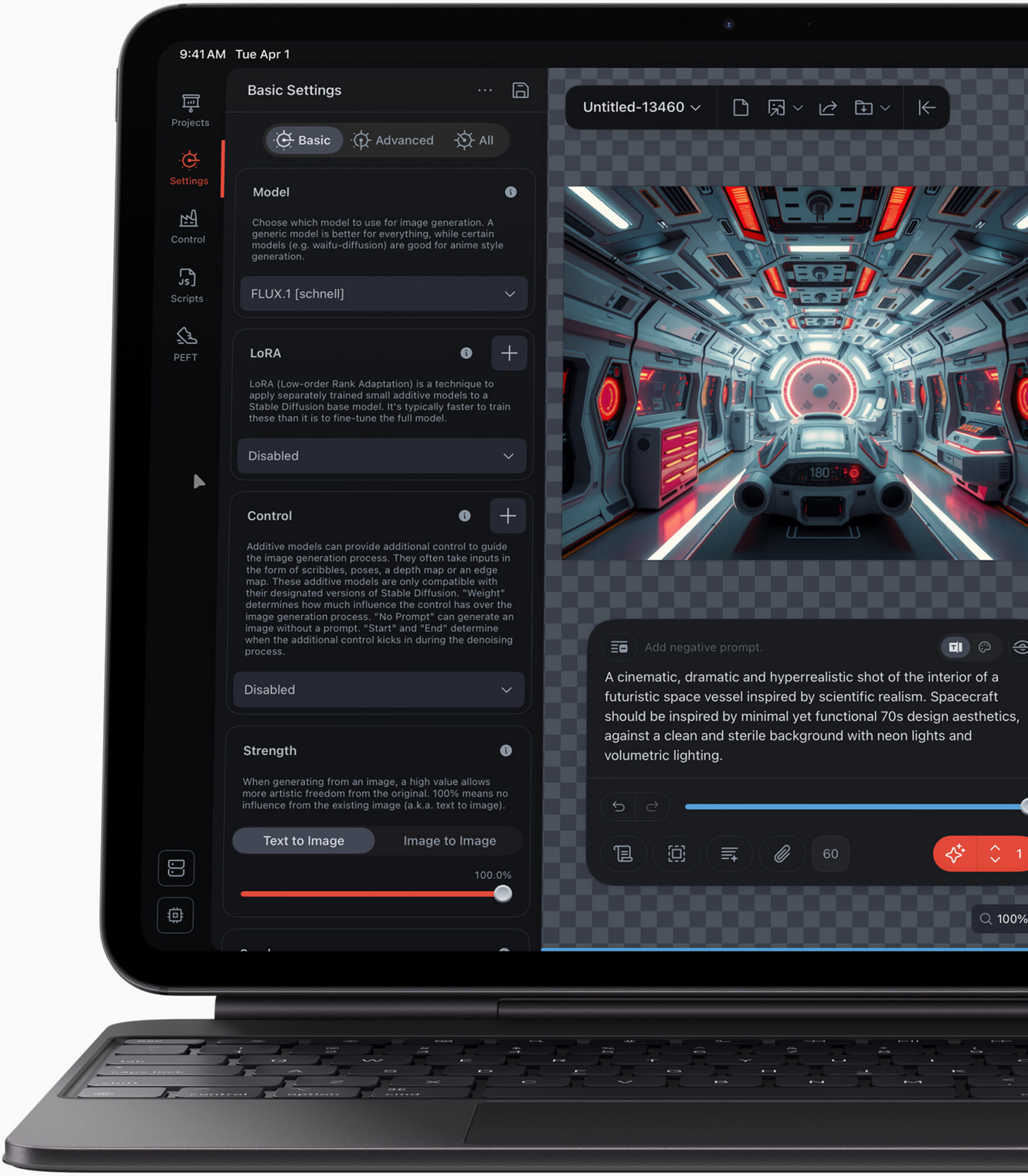


in density over the M4. That miniaturization translates to more power per watt and less heat for the same performance output.

Its CPU configuration features ten cores: four dedicated to performance and six to efficiency. The performance cores now handle heavier parallel workloads, while the efficiency cores maintain higher sustained speeds without draining power as quickly as before. A redesigned cache system feeds both groups, shortening latency between memory and execution.

But the star lies elsewhere. Each of the ten GPU cores carries its own Neural Accelerator, an innovation that turns the GPU into an intelligent co-processor for AI tasks. This hybrid structure enables video rendering,

Media Forecast
Short-form content has eclipsed traditional media in capturing audience attention. This seismic shift has made bite-sized video content an essential part of any robust marketing strategy.
47%



Model

Choose which model to use for image generation. A generic model is better for everything, while certain models (e.g. waifu-diffusion) are good for anime style generation.

FLUX.1 [schnell]

LoRA

LoRA (Low-order Rank Adaptation) is a technique to apply separately trained small additive models to a Stable Diffusion base model. It's typically faster to train these than it is to fine-tune the full model.

Disabled

Control

Additive models can provide additional control to guide the image generation process. They often take inputs in the form of scribbles, poses, a depth map or an edge map. These additive models are only compatible with their designated versions of Stable Diffusion. "Weight" determines how much influence the control has over the image generation process. "No Prompt" can generate an image without a prompt. "Start" and "End" determine when the additional control kicks in during the denoising process.

Disabled

Strength

When generating from an image, a high value allows more artistic freedom from the original. 100% means no influence from the existing image (a.k.a. text to image).

Text to Image | Image to Image

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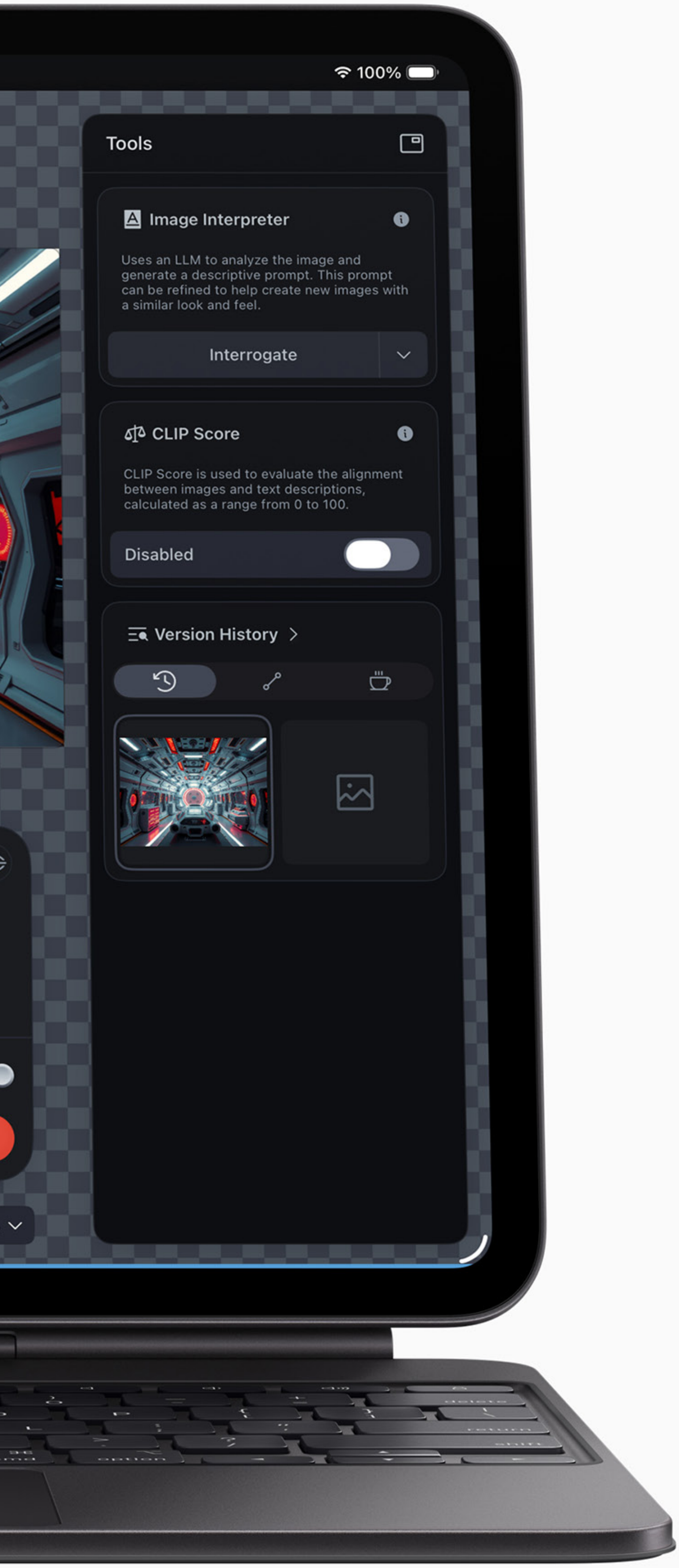


Uses an LLM to analyze the image and generate a descriptive prompt. This prompt can be refined to help create new images with a similar look and feel.

CLIP Score is used to evaluate the alignment between images and text descriptions, calculated as a range from 0 to 100.

Disabled

object detection, scene mapping, and generative image synthesis to run in parallel, significantly reducing time for creative and professional tasks.

Unified memory bandwidth rises to 153 GB/s, around 30 percent higher than on M4, and the Neural Engine now processes 50 trillion operations per second. Those numbers may sound abstract, but their impact is direct: models that once needed cloud resources can now execute entirely on-device, preserving speed and privacy simultaneously.

The GPU is also capable of hardware-accelerated ray tracing, mesh shading, and dynamic caching. Together, they improve real-time lighting, shadows, and reflections, particularly in graphics-intensive applications and gaming. Meanwhile, the media engine gains faster AV1 decode and encode, allowing higher-efficiency playback and streaming.

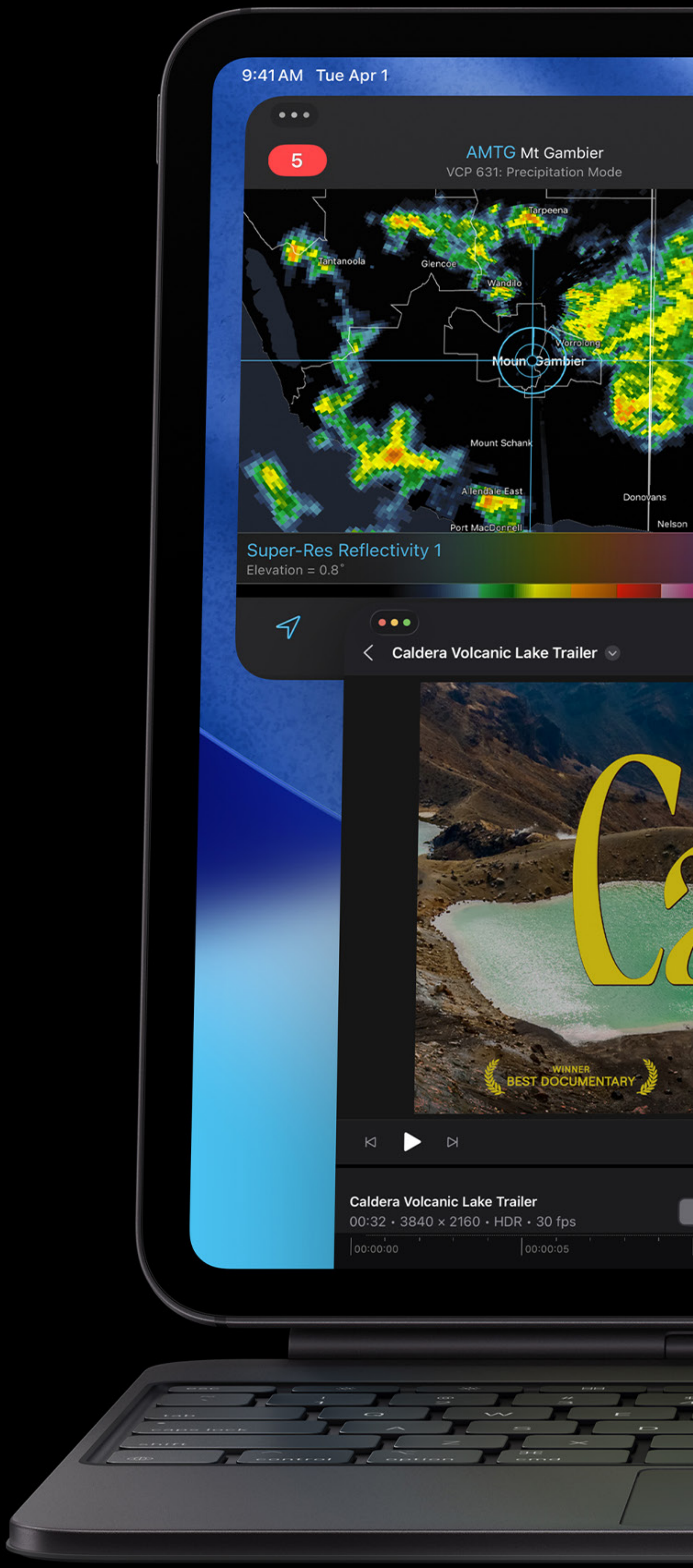
Across the board, M5 delivers up to 20 percent faster CPU performance and as much as 45 percent higher graphics throughput. However, the chip's true breakthrough lies in how it unifies all three compute units — CPU, GPU, and Neural Engine —into a shared architecture that behaves as one cohesive brain, rather than three separate processors.

IPAD PRO

The new iPad Pro serves as the most portable showcase of M5's potential. Apple has trimmed the 13-inch model to just 5.1 mm thin, the slimmest iPad to date, while maintaining structural rigidity through a revised aluminum frame. The 11-inch version measures 5.3 mm, also noticeably thinner than before. Despite this reduction, battery endurance remains roughly the same, thanks to better power management in the M5 and its companion chips.

The iPad Pro now runs complex creative apps nearly 50% faster in AI-heavy workflows, such as video masking, diffusion generation, and 3D object rendering. Neural inference runs 3.5× faster than on M4, while CPU throughput in multithreaded tests reaches 1.3× gains. The inclusion of Neural Accelerators in each GPU core transforms how graphics tasks are processed. Instead of sequentially routing data through the Neural Engine, AI workloads can now share GPU compute resources. That integration enables up to 6 times faster AI rendering compared to first-generation Apple Silicon iPads.

The chip's unified memory also gets more breathing room. Base configurations of 256 GB and 512 GB now pair with 12 GB of unified memory, up from 8 GB of memory. Higher tiers with 1 TB or 2 TB storage step up to 24 GB. File transfers, timeline scrubbing, and model manipulation feel almost instantaneous, especially when paired with the faster 2× SSD speeds. Two new controllers, C1X and N1, manage network and wireless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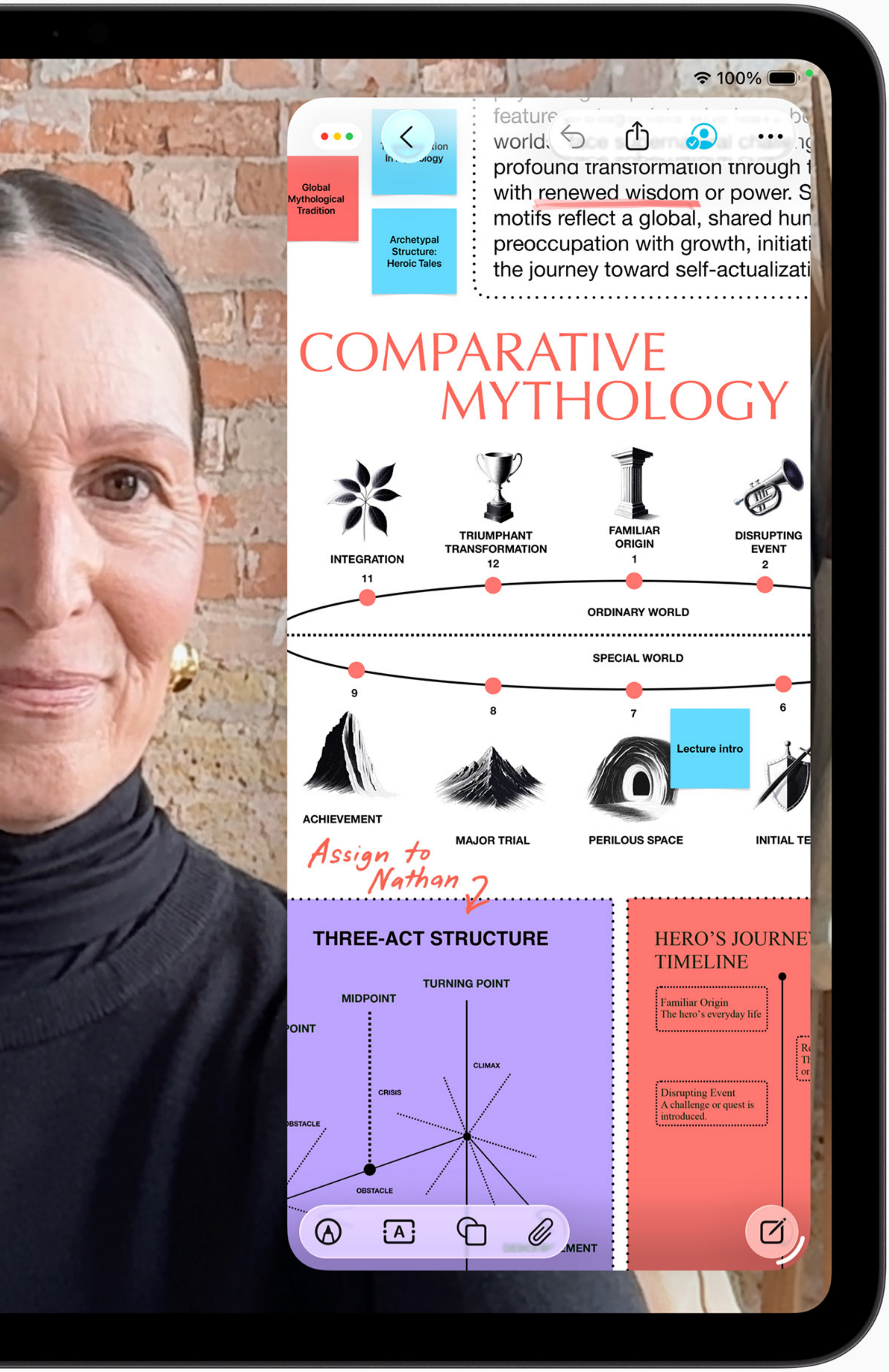

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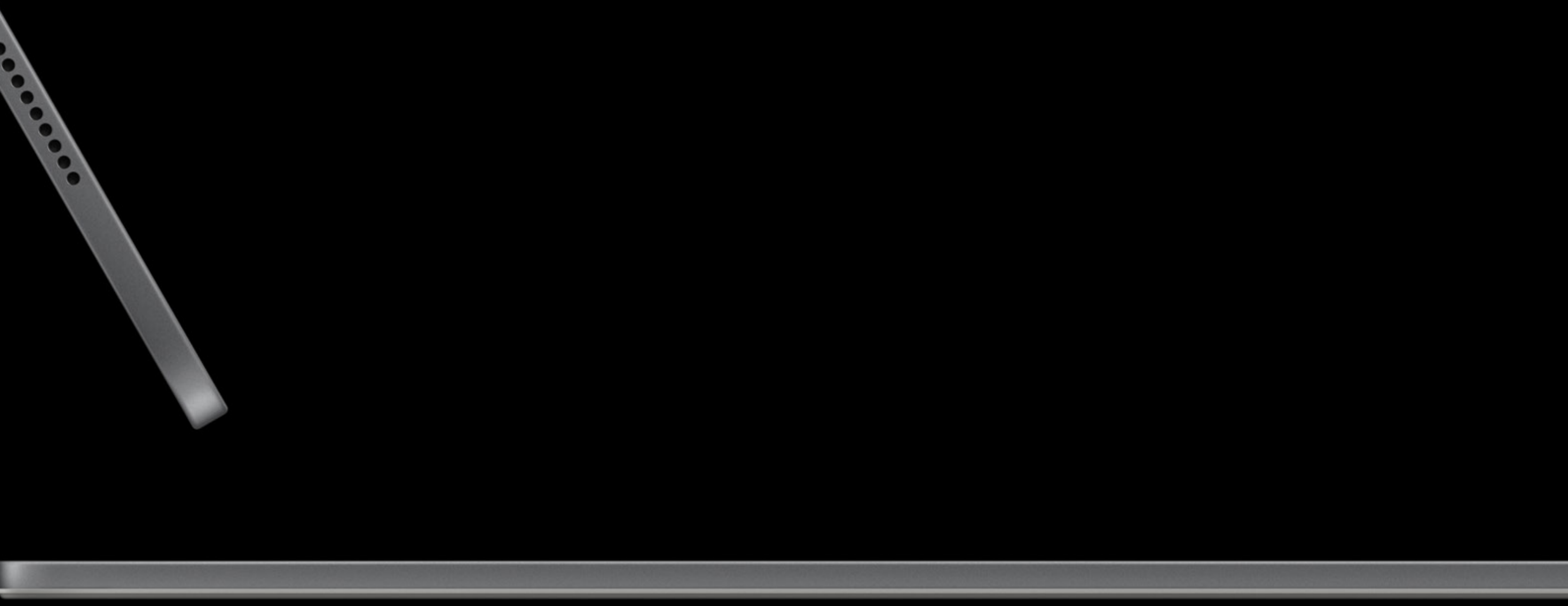
Familiar Origin
The hero's everyday life

Disrupting Event
A challenge or quest is introduced.

operations. The C1X modem supports 5G with 50% higher data throughput, while the N1 adds Wi-Fi 7, Bluetooth 5.2, and Thread. The Thunderbolt 4/USB-C port supports external drives at speeds of up to 40 Gbps and outputs for dual 6K displays.

The display remains Ultra Retina XDR, a tandem OLED design that offers superior color depth and 1,600 nits of peak brightness. However, Apple now includes nano-texture glass as a configurable option on both sizes. Adaptive Sync and 120 Hz refresh rates extend to external displays, improving latency in live editing and motion graphics work. Charging also improves, with a 50% charge reached in roughly 30 minutes via a 35W or higher USB-C adapter.



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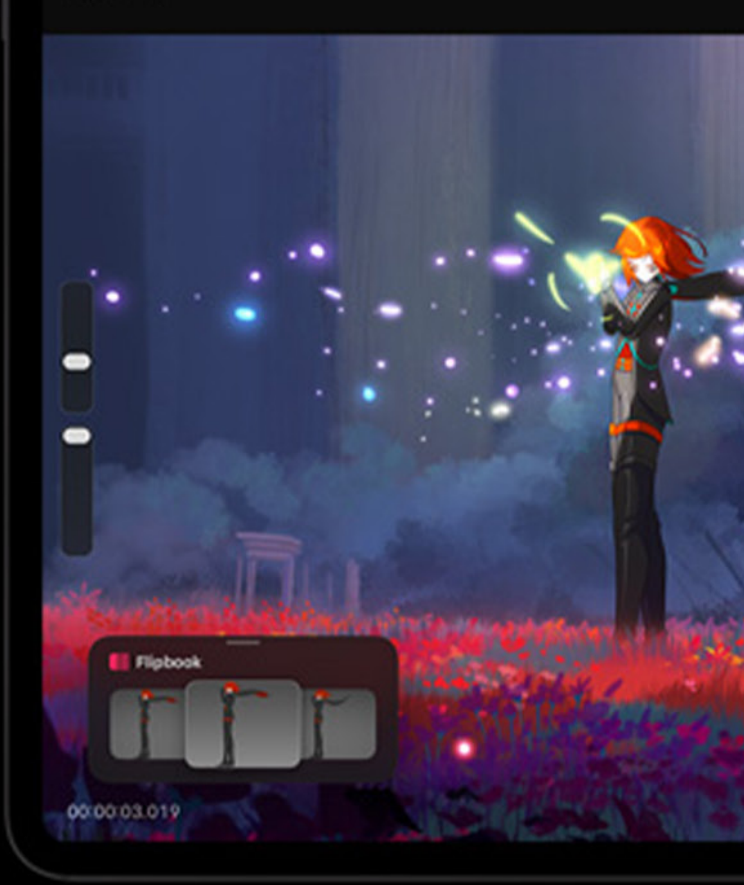
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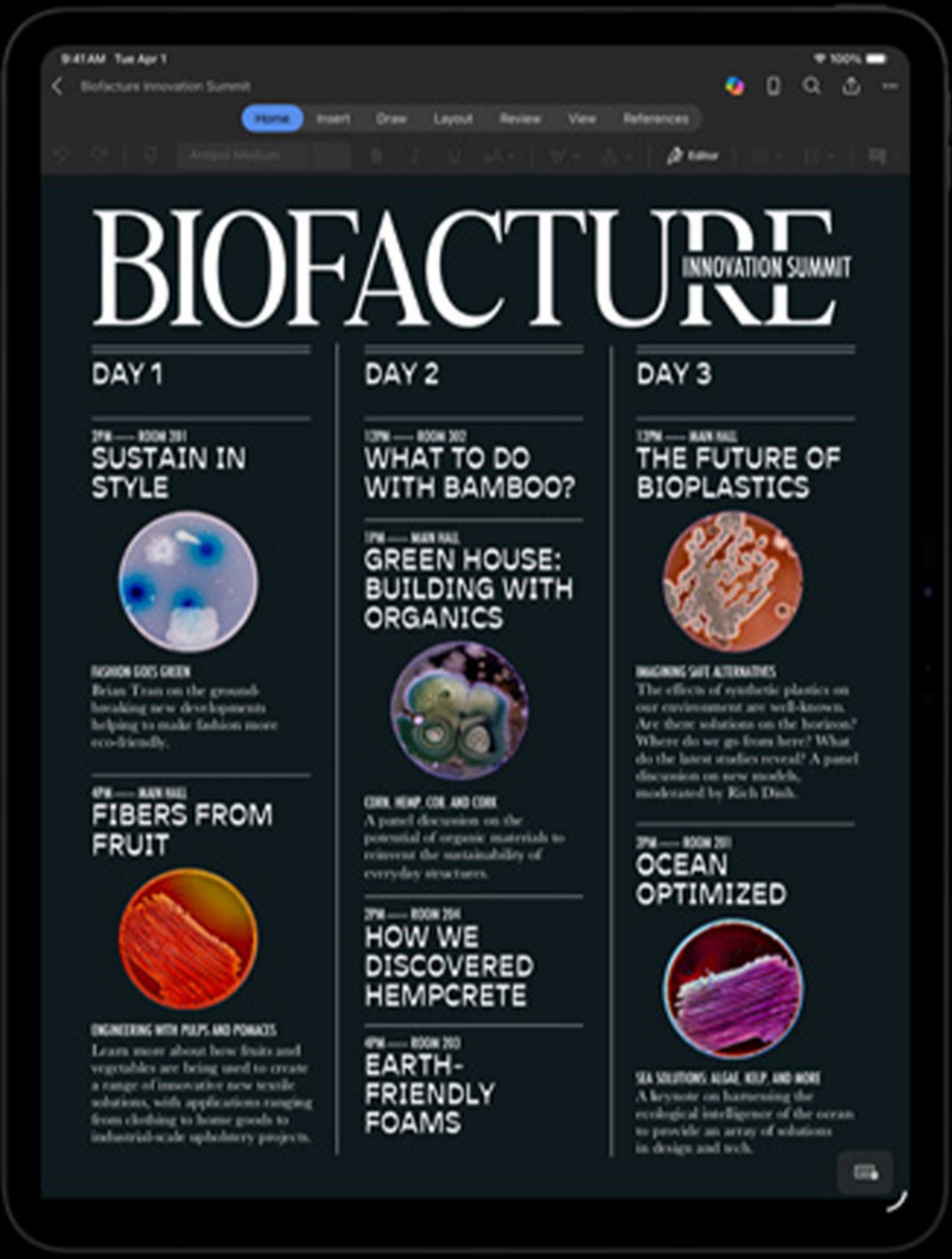
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DAY 1

2PM — ROOM 201

SUSTAIN IN STYLE

FASHION GOES GREEN

Brian Tran on the groundbreaking new developments helping to make fashion more eco-friendly.

4PM — MAIN HALL

FIBERS FROM FRUIT

ENGINEERING WITH PULPS AND POMACES

Learn more about how fruits and vegetables are being used to create a range of innovative new textile solutions, with applications ranging from clothing to home goods to industrial-scale upholstery projects.

DAY 2

12PM — ROOM 302

WHAT TO DO WITH BAMBOO?

1PM — MAIN HALL

GREEN HOUSE: BUILDING WITH ORGANICS

CORN, HEMP, COB, AND CORK

A panel discussion on the potential of organic materials to reinvent the sustainability of everyday structures.

2PM — ROOM 204

HOW WE DISCOVERED HEMPCRETE

4PM — ROOM 203

EARTH-FRIENDLY FOAMS

DAY 3

12PM — MAIN HALL

THE FUTURE OF BIOPLASTICS

IMAGINING SAFE ALTERNATIVES

The effects of synthetic plastics on our environment are well-known. Are there solutions on the horizon? Where do we go from here? What do the latest studies reveal? A panel discussion on new models, moderated by Rich Dinh.

3PM — ROOM 201

OCEAN OPTIMIZED

SEA SOLUTIONS: ALGAE, KELP, AND MORE

A keynote on harnessing the ecological intelligence of the ocean to provide an array of solutions in design and tech.

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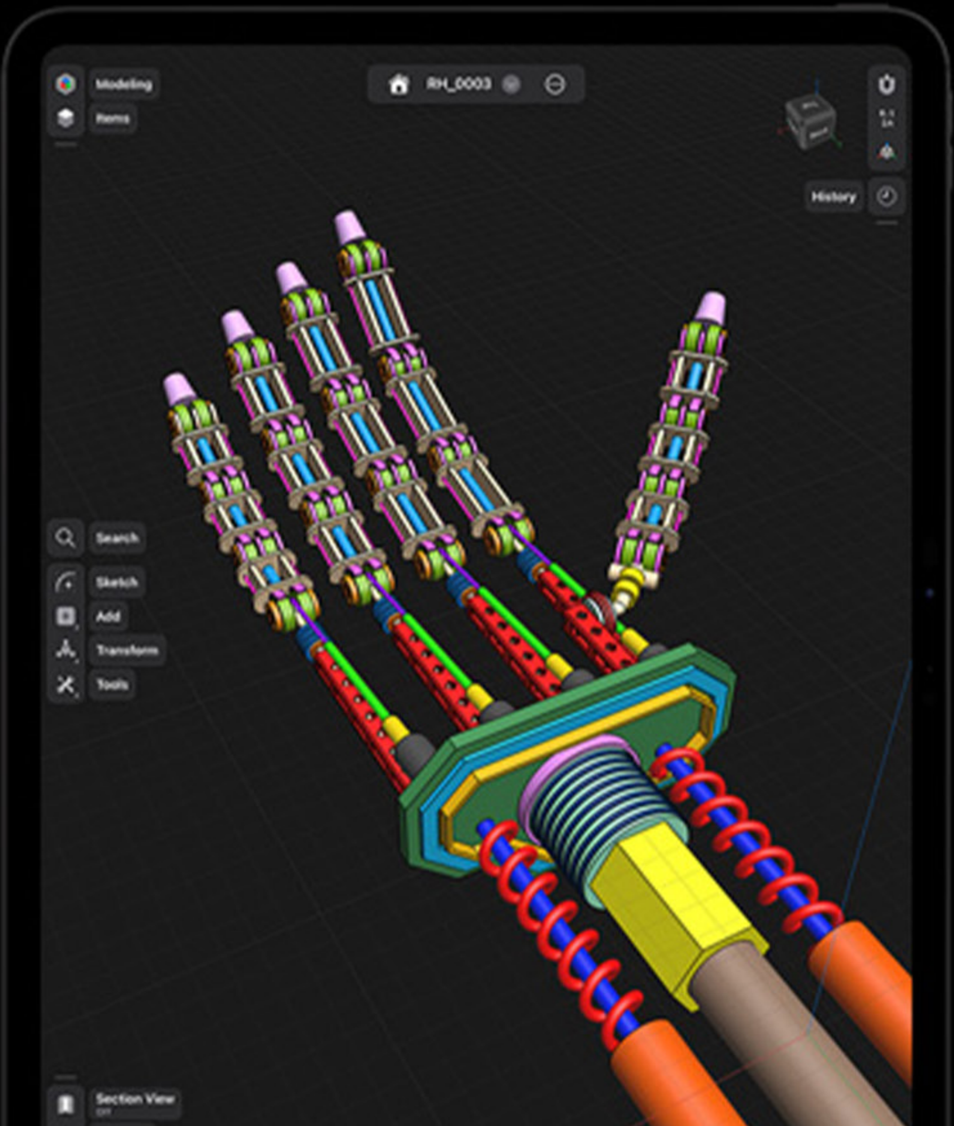
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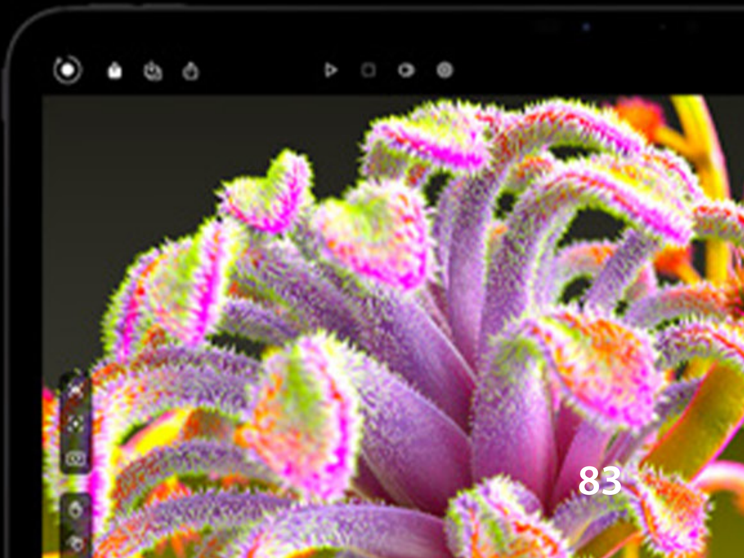
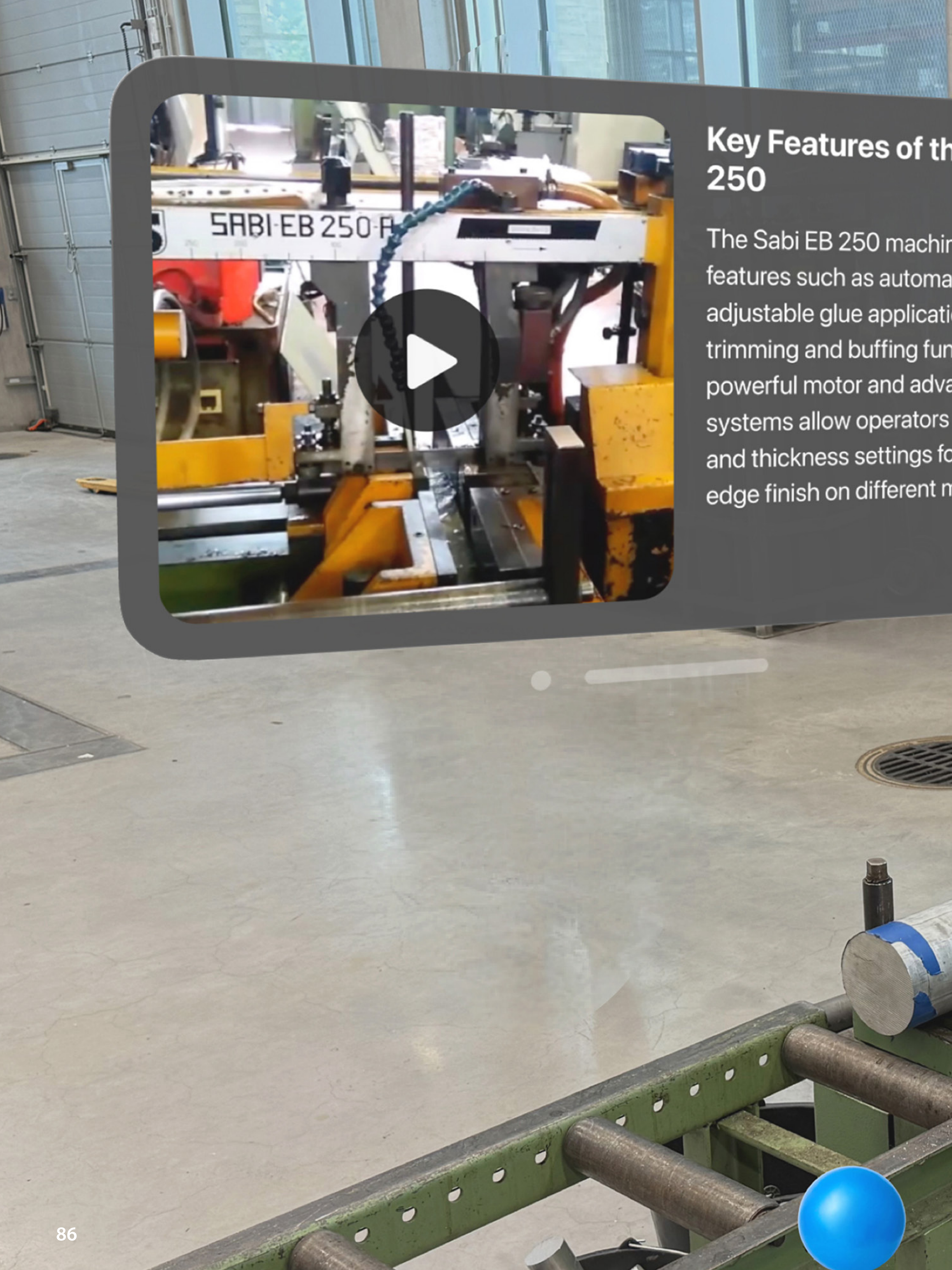


SECOND-GEN VISION PRO

The Vision Pro has been rebuilt internally around the M5 chip, resulting in one of the most significant leaps in responsiveness for Apple's spatial platform since its debut. Its dual micro-OLED panels now push roughly 10 percent more pixels, improving text legibility and fine texture detail. The refresh ceiling rises to 120 Hz, erasing the subtle jitter previously visible during fast head movements. Hardware-level ray tracing and mesh shading enable the rendering of dynamic light and reflections within 3D environments, an upgrade that is visible in both professional visualization and entertainment experiences.

Latency in head and eye tracking has been reduced through M5's Neural Accelerators, while real-time rendering of Personas and Spatial Photos now runs up to 50 percent



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faster. Those who use the headset for extended AR design or productivity notice smoother motion and less delay when multitasking between floating windows.

Battery life sees a modest increase, with approximately 2.5 hours of mixed spatial use and around 3 hours of local video playback. A new power management system, integrated with the M5's efficiency cores, dynamically redistributes compute load to extend runtime under lighter tasks.

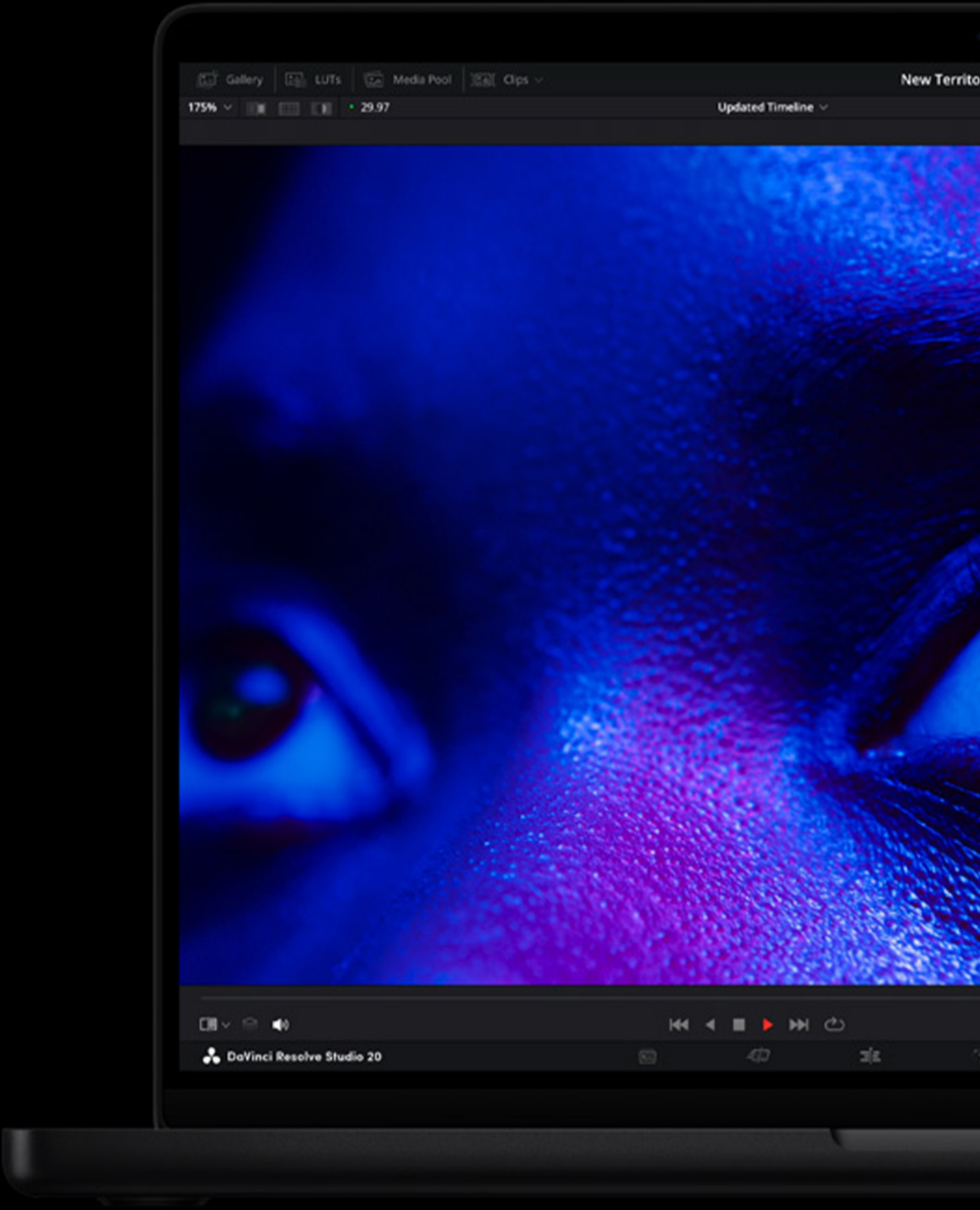
Comfort receives the most visible improvement through the Dual Knit Band. The band combines the elasticity of the Solo Knit Band with the stability of the Dual Loop Band, utilizing a dial for precise adjustment. Three size options ensure better weight balance across head shapes. Existing first-generation owners can purchase the new band separately, as it remains backward compatible with the original.

14-INCH MACBOOK PRO

Among the three new M5 devices, the 14-inch MacBook Pro arguably represents the purest expression of balanced power and endurance. Its design is nearly identical to the M4 version, featuring the same aluminum enclosure, display, and port selection. However, the internal performance gains make it a different machine altogether. The M5 chip boosts CPU performance by up to 20 percent, GPU performance by as much as 45 percent, and AI inference by up to 3.5 times. These increases are not mere benchmarks; they impact every stage of creative work. Code compilation times are shortened, multi-camera video editing becomes smoother, and AI-driven effects render faster without requiring cloud acceleration.

SSD throughput is now nearly twice as fast, particularly noticeable when manipulating massive project folders or launching heavy software suites. Unified memory bandwidth mirrors the iPad's 153 GB/s, giving equal treatment to professionals who manage large photo libraries, 3D projects, or music arrangements. The Neural Engine, working in conjunction with GPU accelerators, can handle complex on-device modeling tasks for music production, 3D scene composition, and image processing, which were previously required external GPUs or servers.

Despite the extra power, battery life extends to 24 hours of video playback and about 15 hours of wireless productivity, positioning it among the longest-lasting pro laptops. The Liquid Retina XDR display continues to support a peak brightness of 1,600 nits and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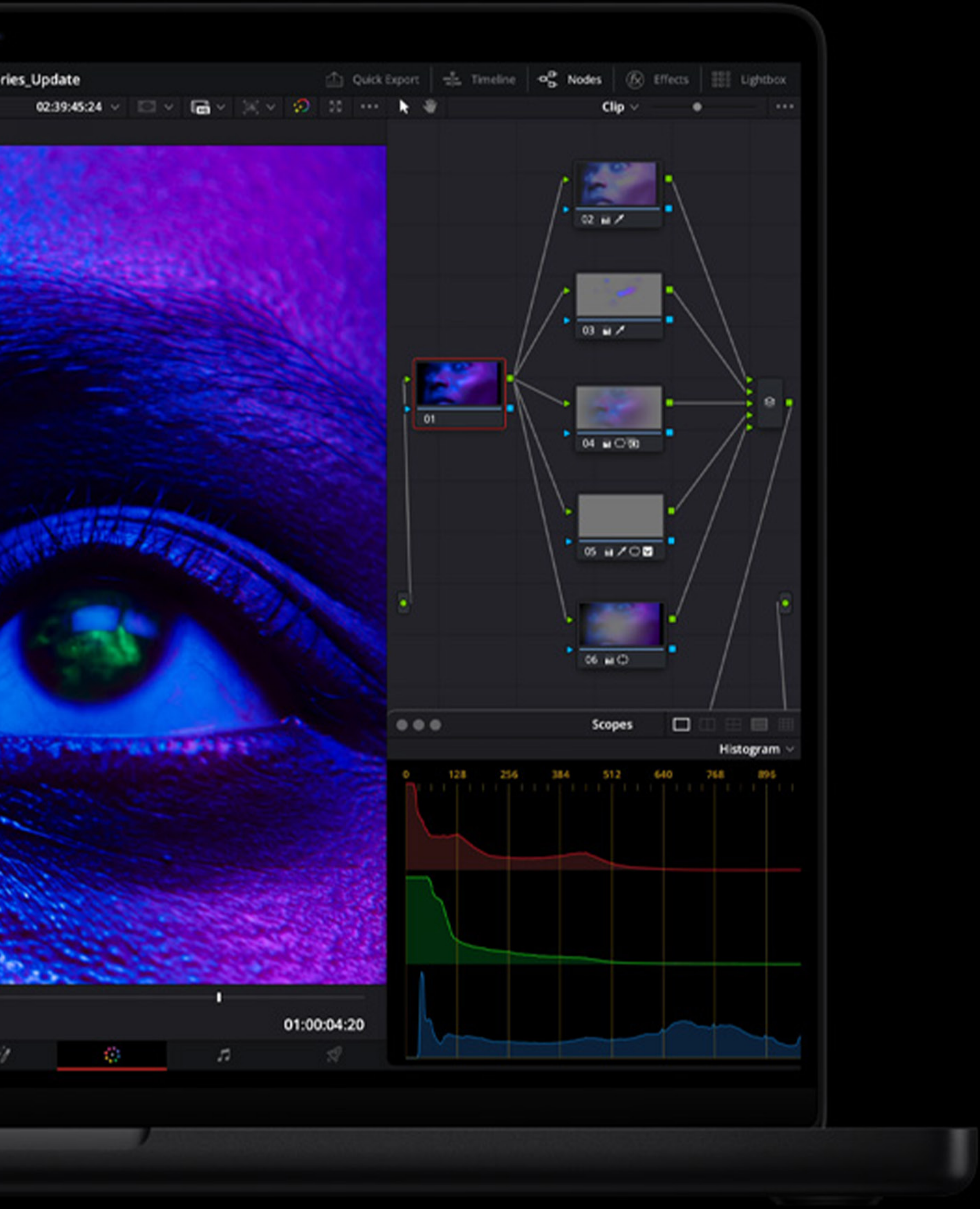
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full DCI-P3 coverage, while the six-speaker array and 12MP camera remain unchanged. Thunderbolt 4, HDMI 2.1, SDXC, and MagSafe 3 continue to coexist in a setup that blends legacy connectivity with modern bandwidth.

THE M5 ECOSYSTEM

Viewed together, the iPad Pro, Vision Pro, and MacBook Pro now share more than just branding; they share an architectural DNA. Each runs on a version of M5 that scales to its thermal limits, from the silent efficiency of a tablet to the high-capacity cooling of a laptop. The consistency means software developers can now target similar AI and GPU performance characteristics across devices. A rendering engine optimized for M5 on the Mac will behave almost identically on the iPad Pro. At the same time, Vision Pro applications can use the same AI inference libraries for spatial recognition or scene composition. It's a rare level of continuity in a multi-device lineup.

That convergence also hints at Apple's larger roadmap: a unified computing experience where the distinction between mobile and desktop diminishes. The M5 chip brings that closer, enabling workflows that move fluidly between devices — sketching an object in AR on Vision Pro, refining it on iPad Pro, and exporting it on MacBook Pro without losing fidelity or responsiveness.

The M5 generation may not dazzle with radical exterior redesigns, but it quietly reshapes expectations of what a personal computing device can do without external

help. Each product now carries hardware-accelerated AI as a native function, not a bonus feature. The result is a trio of machines that think faster, render deeper, and adapt smarter, all sharing the same silicon language. The iPad Pro blurs the line between mobile creativity and desktop power; the Vision Pro gains the realism and speed necessary for spatial computing to mature; and the MacBook Pro cements its role as a dependable, long-lasting companion.

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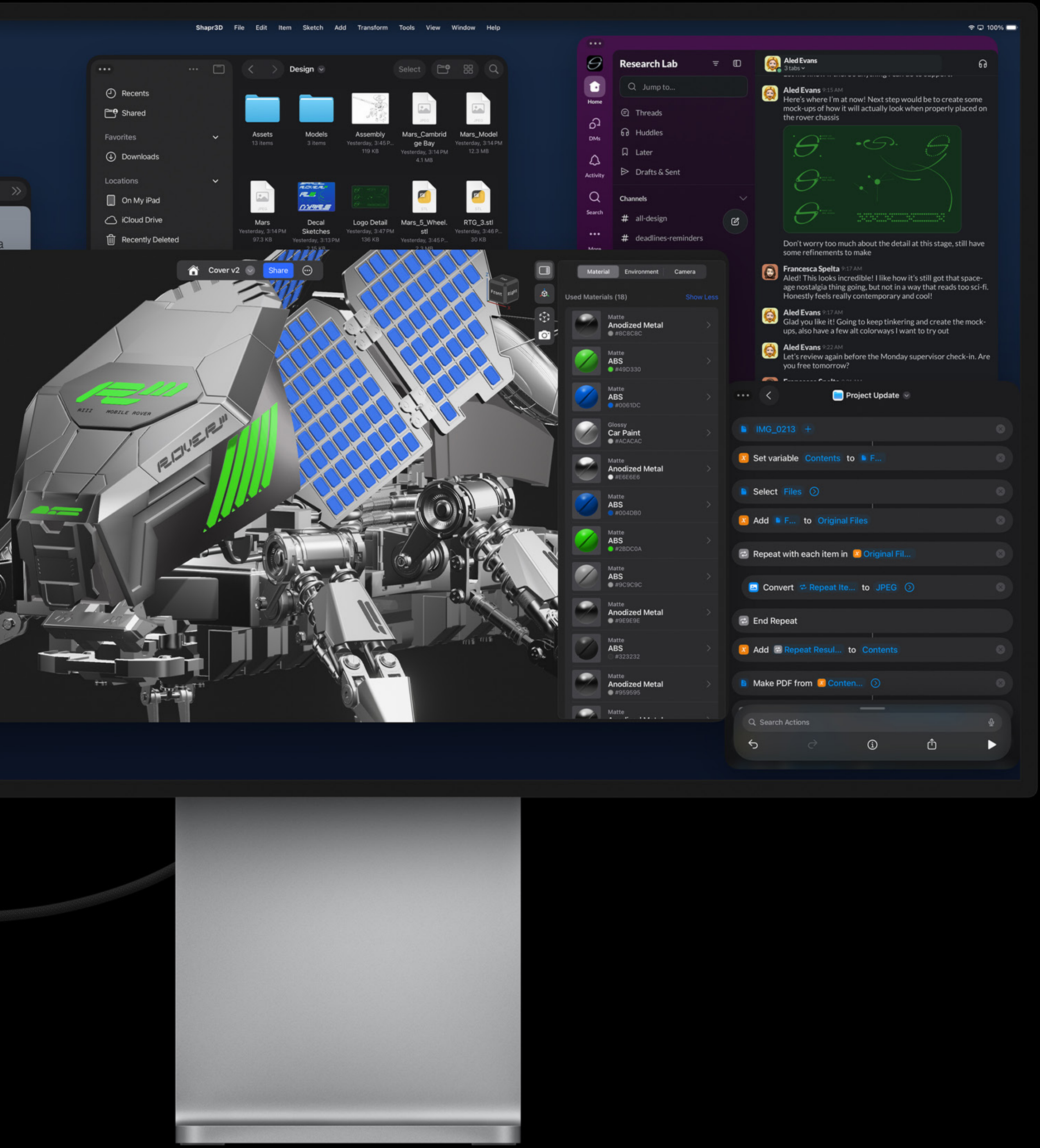
The M5 generation represents consistent and accelerated upgrades in power across all lineups, a unified leap that redefines how Apple's devices operate together.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Later
Drafts & Sent
Channels
# all-design
# deadlines-reminders
Aled Evans
3 tabs
Project Update
Search Actions

Aled Evans 9:15 AM
Here's where I'm at now! Next step would be to create some mock-ups of how it will actually look when properly placed on the rover chassis

Don't worry too much about the detail at this stage, still have some refinements to make

Francesca Spelta 9:17 AM
Aled! This looks incredible! I like how it's still got that space-age nostalgia thing going, but not in a way that reads too sci-fi. Honestly feels really contemporary and cool!

Aled Evans 9:17 AM
Glad you like it! Going to keep tinkering and create the mock-ups, also have a few alt colorways I want to try out

Aled Evans 9:22 AM
Let's review again before the Monday supervisor check-in. Are you free tomorrow?

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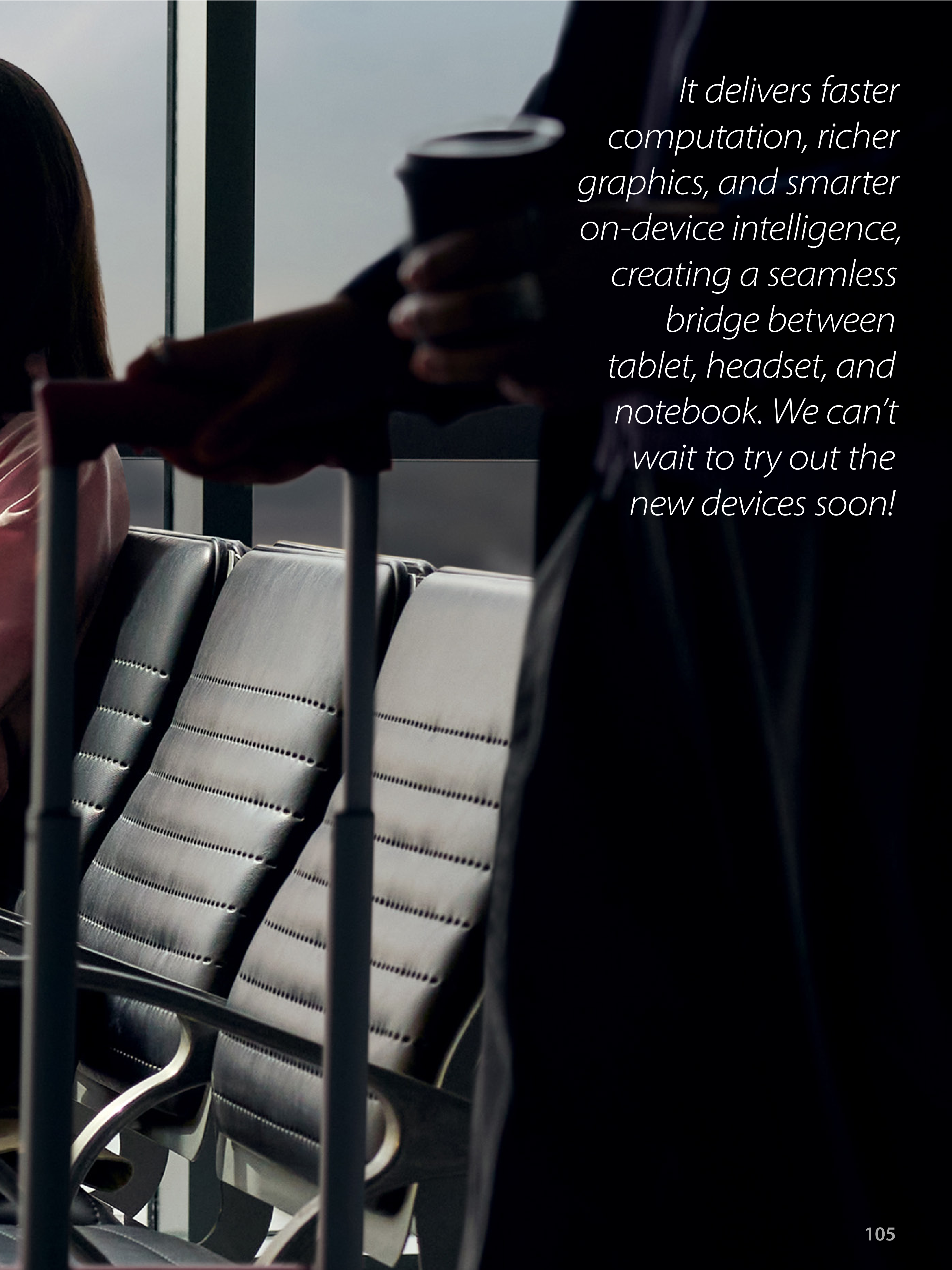
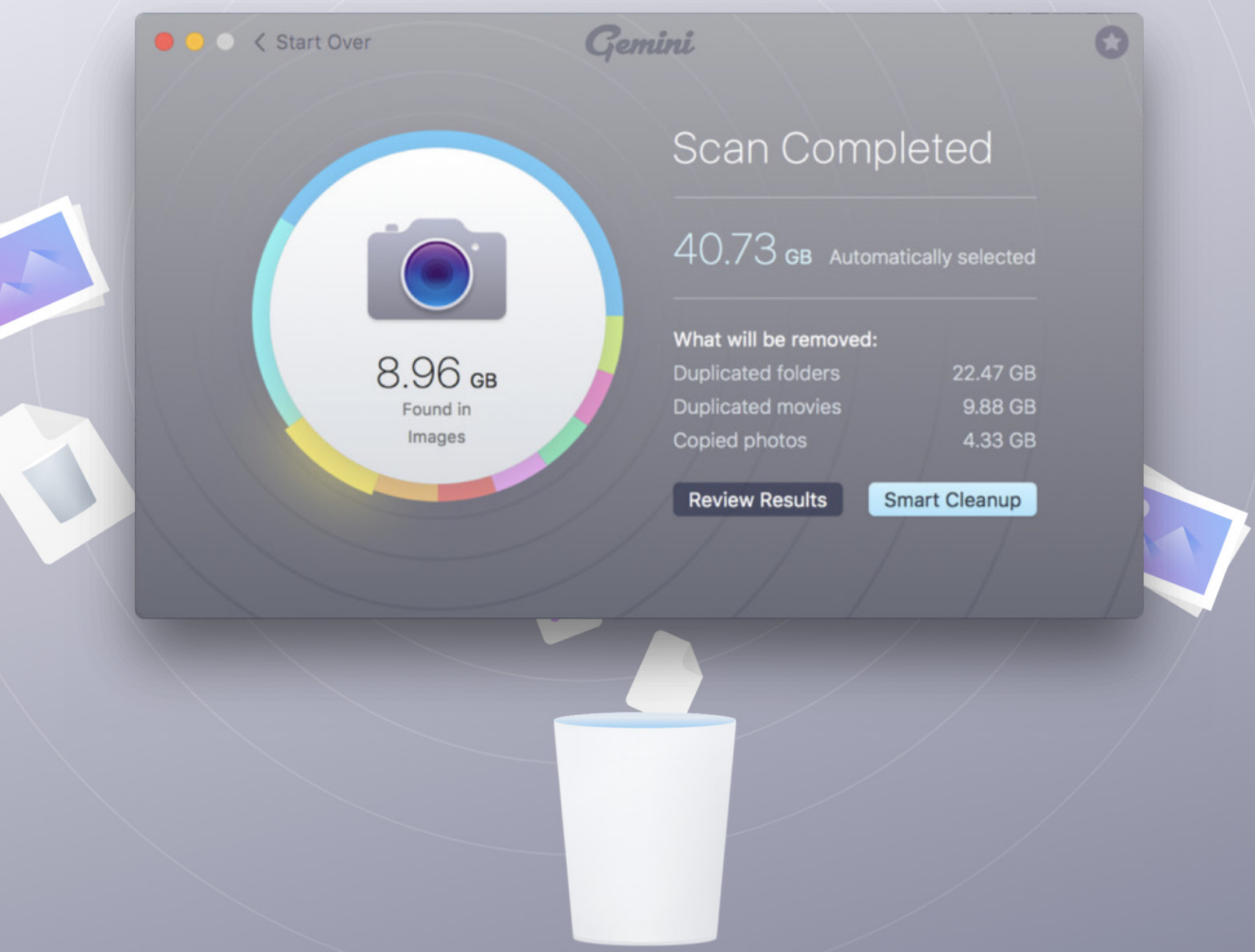


It delivers faster computation, richer graphics, and smarter on-device intelligence, creating a seamless bridge between tablet, headset, and notebook. We can't wait to try out the new devices soon!



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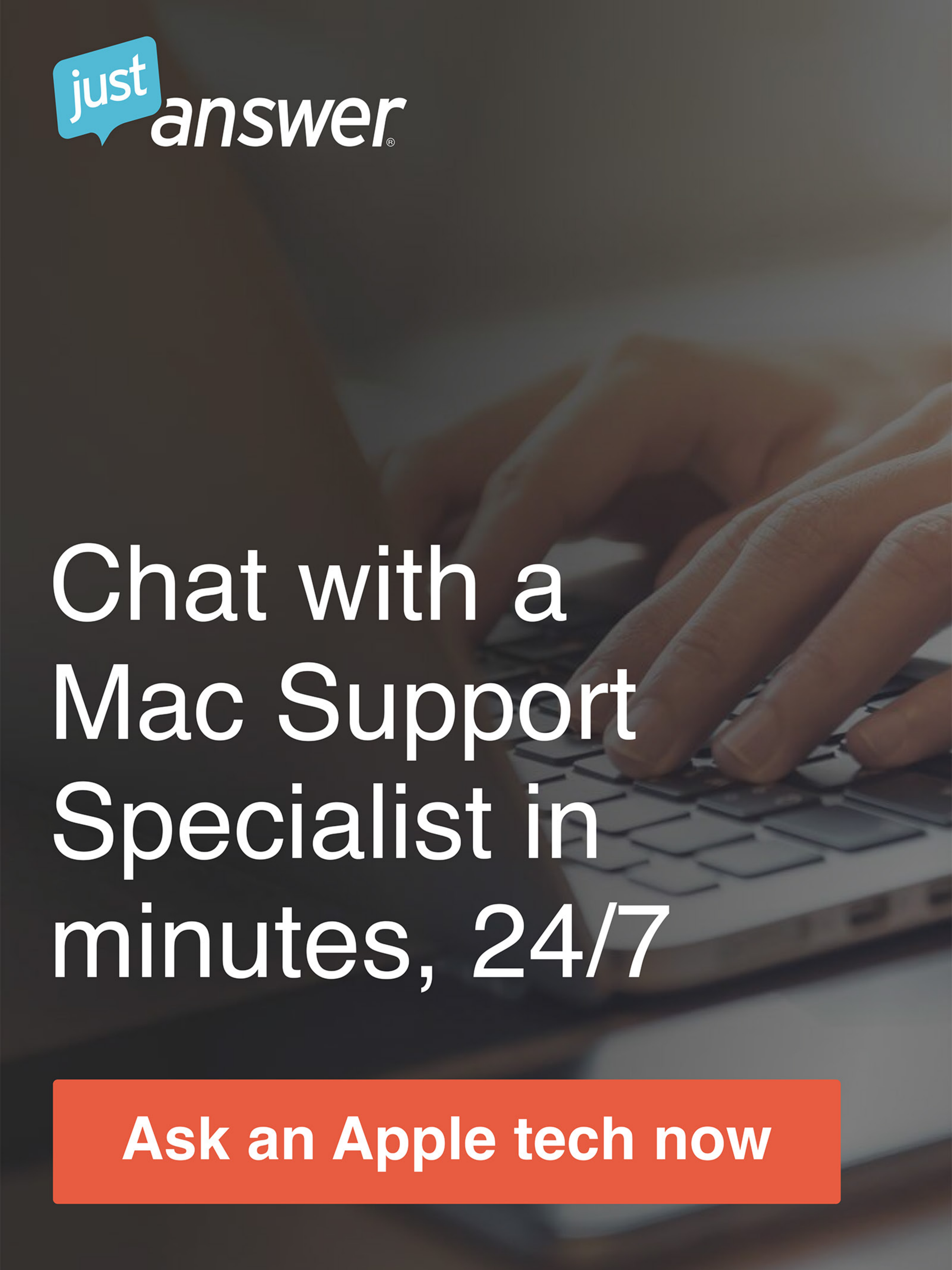

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IPHONE FOLD COULD COST LESS THAN EXPECTED — THANKS TO A NEW DISPLAY INNOVATION

Apple's long-rumored foldable iPhone may arrive at a lower price point than analysts initially predicted. The reason, sources say, lies in a key component: the display. Apple is reportedly working with suppliers to develop a more cost-efficient ultra-thin glass (UTG) and hinge system, which could significantly reduce production costs and make the company's first foldable device more accessible than competitors like Samsung's Galaxy Z Fold series.

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APPLE REFINES ITS FOLDABLE STRATEGY

For years, speculation around Apple's entry into the foldable market has centered on timing and pricing. Early supply chain leaks suggested that the first iPhone Fold could easily exceed the $2,000 mark due to complex display engineering and premium materials. However, new information indicates Apple may have found ways to streamline production without compromising durability or image quality.

According to the report, Apple's engineering team has been testing next-generation flexible OLED panels with improved crease resistance and longer lifespan. The company has also rethought the hinge mechanism — one of the most expensive and failure-prone elements in foldable designs — adopting a simplified, modular approach that reduces parts and assembly costs.

These adjustments could bring manufacturing prices closer to those of high-end iPhones, potentially allowing Apple to launch its foldable in a more competitive price range, possibly below $1,800.

THE ROLE OF ULTRA-THIN GLASS

The biggest cost reduction comes from advances in ultra-thin glass technology. Apple's display suppliers, including Samsung Display and LG, are reportedly developing hybrid panels that combine the flexibility of polymer with the clarity and hardness of traditional glass.

Unlike the plastic-based films used in early foldables, UTG layers offer better resistance to scratches and wrinkles, while being thin enough to bend without fracturing.

This not only improves durability but also simplifies production by removing several reinforcement steps that previously drove up costs.

Apple's engineers have been refining the lamination process to ensure smooth folding behavior and consistent color accuracy when the screen bends — a challenge that has plagued other foldable devices. The resulting display is expected to have the same tactile quality as a standard iPhone screen, making the foldable transition feel natural to users.

COMPETING IN A MATURING FOLDABLE MARKET

Apple's move comes as foldable smartphones enter their second major design generation, with manufacturers like Samsung, Honor, and OnePlus already shipping thinner, lighter, and more affordable models. Market analysts say Apple's rumored pricing adjustment could disrupt the current premium segment and push foldables further into the mainstream.

"Apple rarely competes on price, but it often redefines value," said Ross Young, a display industry analyst quoted in the report. "If the iPhone Fold undercuts Samsung's flagship while matching or exceeding its durability, it will instantly reshape the foldable market."

Apple is believed to be taking its time to ensure that the design — rumored to feature a 7.8-inch inner display and iPad mini–sized screen real estate — meets the company's standards for longevity and user experience.

APPLE'S FOLDABLE VISION

Internally, Apple sees the foldable not as a niche gadget but as the next evolution of the iPhone's form factor. Engineers are reportedly designing the device to integrate seamlessly with iOS 26 and macOS 26 features, including adaptive multitasking, Continuity across displays, and the company's upcoming Apple Intelligence AI platform.

The foldable may also serve as a precursor to Apple's broader category of hybrid mobile devices, bridging the gap between smartphones and tablets — and potentially paving the way for future innovations like rollables or dual-screen Macs.

While Apple has not confirmed any release timeline, supply chain reports suggest the company's suppliers in South Korea and Japan are preparing limited early production runs to test durability and scaling efficiency.

If Apple successfully brings a foldable iPhone to market at a lower price point, it could mark a turning point not just for the company, but for the entire smartphone industry — transforming what was once a luxury niche into the next mainstream frontier.

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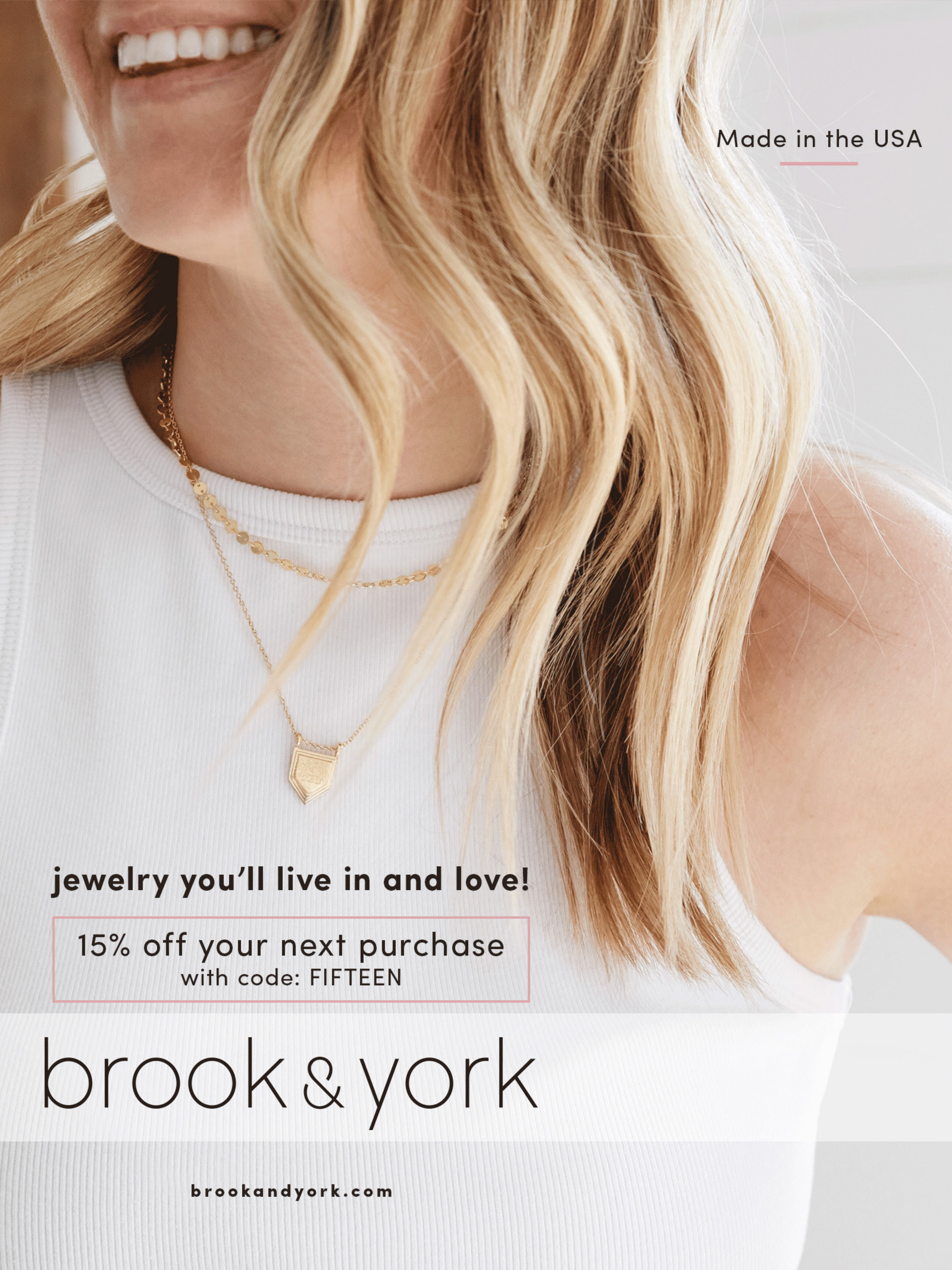
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COMPUTING

THE TECH ELITE AND THE END OF THE WORLD: HOW AI IS PUSHING BILLIONAIRES TO BUILD THEIR OWN FUTURE

From Silicon Valley to New Zealand, a quiet but growing movement is unfolding among the world's most powerful technologists. Convinced that artificial intelligence could soon surpass human control — or that social collapse might follow — several of the tech industry's most influential figures are preparing for what they call "the transition." Executives like Sam Altman, Peter Thiel, and Mark Zuckerberg are investing millions in survival compounds, private islands, and AI-controlled security systems, betting that their wealth and foresight can shield them from the fallout of their own creations.

THE BILLIONAIRES' ESCAPE PLAN

In recent years, global crises — from pandemics and climate disasters to political instability and the rapid rise of generative AI — have convinced some of Silicon Valley's leaders that society is on the brink of radical change. A growing number of tech executives are purchasing remote properties in countries like New Zealand and Iceland, designing them to function as self-sustaining survival bunkers capable of operating independently for years.

The logic behind these preparations is both apocalyptic and pragmatic. As AI systems grow in complexity, concerns have shifted from job automation and misinformation to the possibility of artificial general intelligence (AGI) — machines that could outperform humans in every domain. The same billionaires funding this technology are also among those building escape routes in case they lose control of it.

Sam Altman, CEO of OpenAI, has been open about his contingency planning. In interviews, he's admitted to keeping weapons, gold, and gas masks in case of "AI-related or bioengineered" emergencies. Peter Thiel, co-founder of PayPal and Palantir, reportedly purchased property in New Zealand to serve as a long-term refuge — complete with underground structures and its own food and energy systems.

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AI

WHEN THE FUTURE FEELS TOO CLOSE

Behind these preparations lies a deep unease about the technologies shaping modern life. Artificial intelligence, designed to optimize, predict, and enhance, has also introduced existential questions about what it means to remain human in a world increasingly mediated by algorithms.

For those who built the digital age, AI's rise is both the ultimate achievement and the ultimate threat. Mark Zuckerberg's investments in AI-driven virtual worlds, for instance, promise a redefined reality, yet also point to a growing detachment from the physical one. Many of these leaders — once optimistic futurists — now sound like cautious stewards, aware that progress can spiral into disruption faster than even they can manage.

Philosophers and ethicists have long warned that unchecked automation could amplify inequality, concentrating power in the hands of those who own the machines. In that sense, the billionaires' bunkers are less about paranoia and more about self-preservation within a system they helped design.

A NEW FORM OF DIGITAL FEUDALISM

Critics describe this trend as a symptom of a widening divide between the technological elite and the societies they influence. While the average citizen faces the challenges of job displacement, surveillance, and misinformation, the world's richest individuals are preparing to exit the system entirely — building private infrastructures for energy, food, and security that no longer depend on collective governance.

The irony is that many of these figures publicly advocate for AI regulation, while privately preparing for scenarios where those safeguards fail. Their dual posture — optimism in public, preparation in private — reflects a broader cultural anxiety about the speed of change and the limits of human control.

Futurist Douglas Rushkoff, who has written extensively on the topic, calls it "the mindset of escape." In his view, tech billionaires don't see themselves as participants in civilization but as managers of its decline, looking for ways to maintain dominance even if society falters. "They don't want to fix the world," Rushkoff writes. "They want a version of the world that continues to serve them."

THE SHADOW OF ARTIFICIAL GENERAL INTELLIGENCE

At the heart of this anxiety lies the concept of AGI — artificial general intelligence — the point at which machines not only emulate but exceed human reasoning. OpenAI's own roadmap, echoed by competitors like Anthropic, xAI, and Google DeepMind, envisions systems capable of self-improvement, strategic planning, and creative problem-solving beyond current comprehension.

For optimists, AGI represents the next great leap in science, medicine, and global problem-solving. For skeptics — including some of the very people building it — it represents a black box of unpredictable consequences. What happens when algorithms begin designing new algorithms, or when machine intelligence can anticipate human intervention before it happens?

AI
ETHICS

Such questions drive the fears fueling bunker construction and offshore refuges. AI's potential isn't only economic — it's existential. It challenges the hierarchy of human power, and for those at the top, that shift feels less like progress and more like an approaching inversion of control.

THE MORAL DILEMMA OF ESCAPE

Some see these survival projects as acts of moral retreat — evidence that the architects of modern technology are no longer confident in their ability to steer it toward good. Others argue they are simply rational responses to uncertainty in a world where technological acceleration outpaces human institutions.

The ethical question remains: what responsibility do innovators have to the systems and societies their technologies transform? Building bunkers may secure survival, but it doesn't address the root causes of instability — or the inequities these technologies perpetuate.

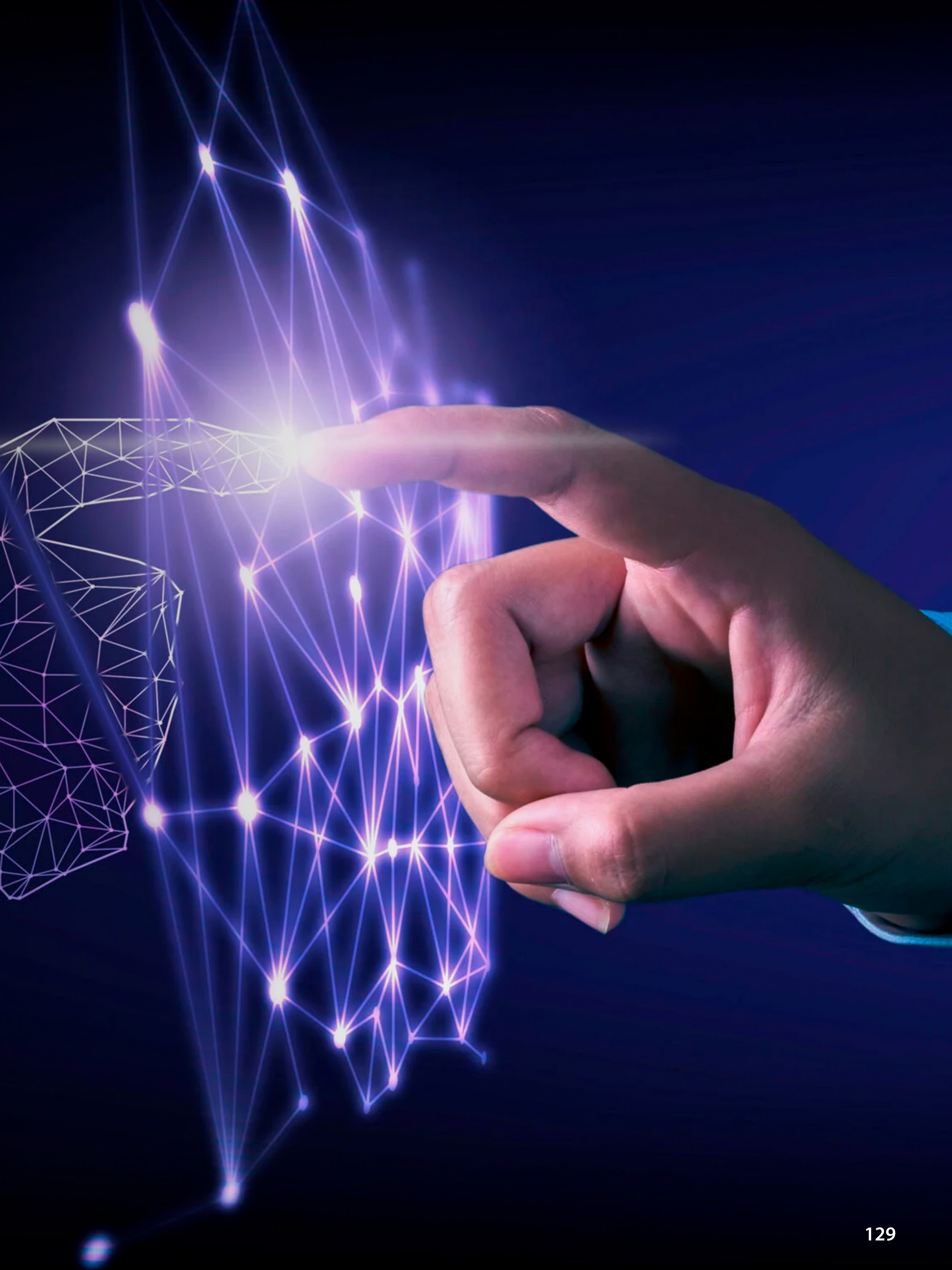
While much of the conversation around AI centers on productivity and creativity, the private actions of tech elites tell another story — one of fear, control, and detachment. Their retreats in New Zealand and beyond are symbols not only of privilege but also of a loss of faith in collective solutions.

AI

BETWEEN APOCALYPSE AND REINVENTION

The paradox of the AI age is that its most transformative breakthroughs arrive hand-in-hand with the fear of collapse. The same people funding research into superintelligence and digital immortality are also preparing for scenarios where civilization itself becomes obsolete.

Whether the future unfolds as an apocalypse or a renaissance will depend less on machines and more on the human choices guiding them. But for now, the divide is widening: while most of the world faces the uncertainties of automation, the few who built it are digging in — literally — for whatever comes next.



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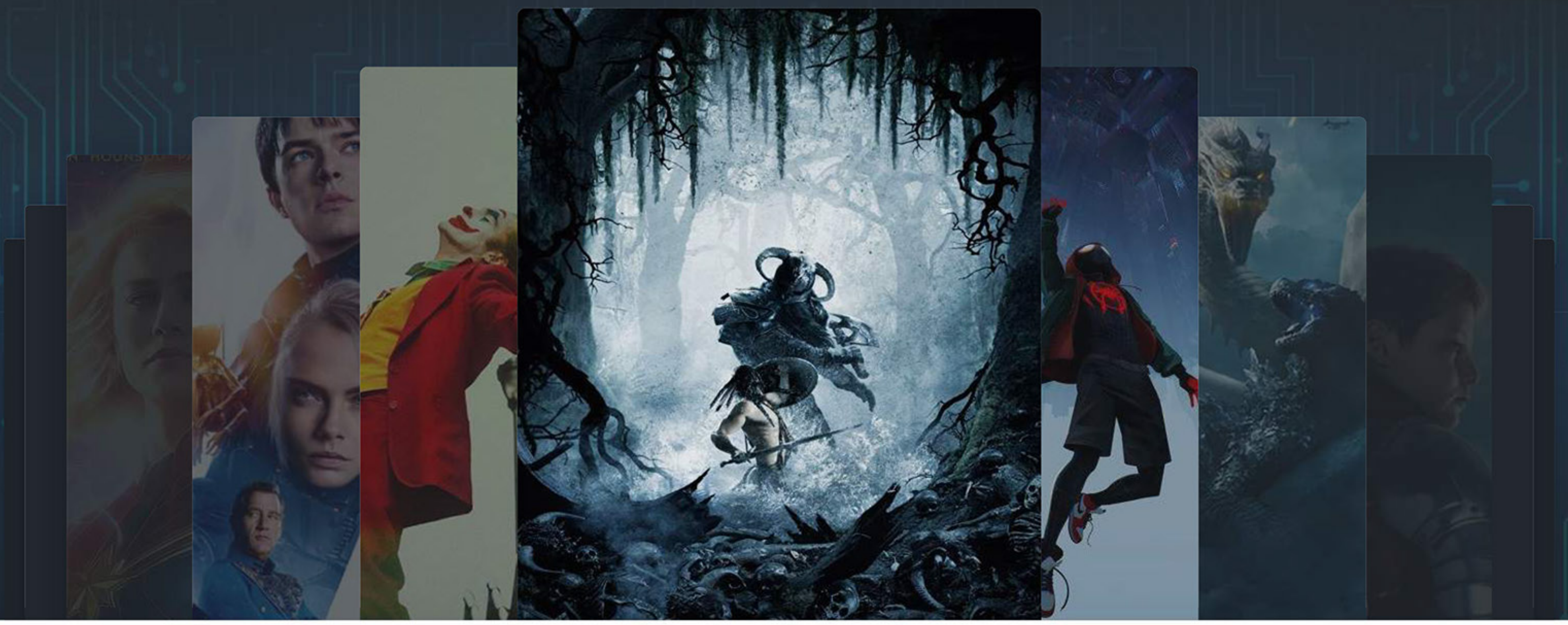

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IPHONE 17 PREORDERS SPIKE AS GLOBAL PHONE SALES DEFY TARIFF PRESSURES

Phone 17
RO

Apple's latest smartphone launch is off to an impressive start. According to recent market coverage, preorders for the iPhone 17 have surged, outpacing those of the iPhone 16. At the same time, overall global smartphone demand is holding strong—even in the face of rising tariffs and supply chain headwinds.

This momentum suggests Apple remains one of the strongest forces in consumer electronics, capable of navigating geopolitical and economic pressures while sustaining extraordinary levels of consumer interest.

STRONG PREORDER PERFORMANCE SIGNALS HEALTHY DEMAND

Early indicators show that iPhone 17 preorders are already surpassing last year's iPhone 16 figures. Retail data points to particularly strong interest in higher-capacity models, reinforcing Apple's premium market positioning.

In China, preorder volumes have been especially notable, with numbers on major platforms exceeding previous-generation levels. Analysts note that even amid intensified competition from domestic smartphone makers, Apple continues to attract early adopters who value product quality, long-term support, and ecosystem continuity.

This performance highlights how Apple's brand strength, seamless integration of hardware and services, and innovation pipeline remain unmatched in a challenging global environment.

SMARTPHONE MARKET RESILIENCE DESPITE TARIFF HEADWINDS

Despite predictions that tariffs and trade restrictions would slow down global smartphone demand, the market has shown remarkable resilience. Global shipments have remained stable and, in several major regions, are rising again after two years of slowdown. Consumers appear more inclined to upgrade or replace their devices than expected, even in higher-cost markets.

This resilience has given Apple a distinct advantage. Millions of users already embedded in the iOS ecosystem see the iPhone 17 as a natural and convenient upgrade rather than a discretionary luxury. With features designed for longevity and extended software support, Apple continues to capture consumer trust at a time when many brands struggle with differentiation.

Apple's ability to diversify production across multiple countries—including India and Vietnam—has also helped the company offset tariff risks. By distributing its manufacturing footprint, Apple ensures product availability while maintaining pricing stability in its key markets.

WHY APPLE IS STILL IN A STRONG POSITION

Apple's strength stems from a combination of brand loyalty, product design, and long-term strategy. Its ecosystem advantage ensures that users who own one device are likely to buy others, as iPhones, Macs, iPads, and Watches all work seamlessly together. This network effect encourages upgrades while deepening user engagement across services such as iCloud, Apple Music, and Apple TV.

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MICROSOFT UNVEILS ITS FIRST IN-HOUSE AI IMAGE GENERATOR

Microsoft

Microsoft has officially launched its first proprietary AI image generator, marking a significant step in the company's efforts to bring creative generative tools directly under its own brand. The new image generator was developed internally by Microsoft engineers and researchers, setting it apart from the company's earlier reliance on partner technologies like OpenAI's DALL·E.

MICROSOFT BUILDS ITS OWN CREATIVE ENGINE

The new AI system, unveiled quietly this week, represents the next phase of Microsoft's growing investment in homegrown AI models. Rather than licensing existing generative models, Microsoft has built a fully integrated image creation platform capable of producing complex, high-resolution visuals using natural language prompts.

According to company officials, the tool is being developed to power a range of Microsoft products — from Copilot in Word, PowerPoint, and Designer to enterprise creative tools in Azure AI Studio. This marks the first time Microsoft has deployed a visual AI model developed entirely in-house.

The model supports image generation, editing, and style transfer, giving users control over lighting, texture, and artistic tone. It's optimized for low latency, enabling fast image production directly within Microsoft's productivity suite without requiring external API calls to partner systems.

AI

MAH-H

A STRATEGIC SHIFT TOWARD SELF-RELIANCE

For the past two years, Microsoft has relied heavily on OpenAI's technologies, integrating models like GPT and DALL·E into its Copilot ecosystem. But the launch of an internal image generator signals a strategic shift toward independence— one that gives the company more flexibility over product design, cost management, and data handling.

Microsoft has not disclosed the name of the model or its training sources but emphasized that it was trained under strict ethical guidelines, using licensed and public-domain content to prevent copyright conflicts. The company says it's also working on built-in watermarking and content provenance tracking to ensure transparency in generated media.

This approach mirrors efforts by Google, Adobe, and Meta, which have all developed proprietary image models to reduce reliance on external partners and to better align generative systems with corporate policies on safety and attribution.

INTEGRATION ACROSS MICROSOFT PRODUCTS

The in-house AI generator will soon appear in several Microsoft products through Copilot, the company's AI assistant that's now embedded across Windows, Office, and Bing. Users will be able to create visuals inside Word documents, PowerPoint slides, or marketing layouts directly through simple text prompts.

In Microsoft Designer — the company's answer to Canva — the new engine will power real-time editing, smart scene generation, and contextual image replacement, allowing users to swap backgrounds, refine details, and experiment with different visual themes without leaving the app.

On the enterprise side, Azure customers will gain access to the same image generator via Azure OpenAI Service, allowing businesses to build and fine-tune custom versions of the model for branded content and automated workflows.

A COMPETITIVE LANDSCAPE

Microsoft's entry into in-house image generation comes amid intensifying competition in the AI creativity sector. Adobe's Firefly, Google's Imagen 3, and Meta's Emu models have all launched this year, each emphasizing responsible AI practices and integration with their parent ecosystems.

By creating its own generator, Microsoft gains more control over the performance and alignment of its AI outputs — an increasingly critical advantage as governments move toward regulating synthetic media and misinformation.

Industry analysts see the move as inevitable. "Microsoft is at the point where owning the full AI stack is both a strategic and security necessity," said Ben Bajarin, CEO of Creative Strategies. "You can't build your business on someone else's model forever."

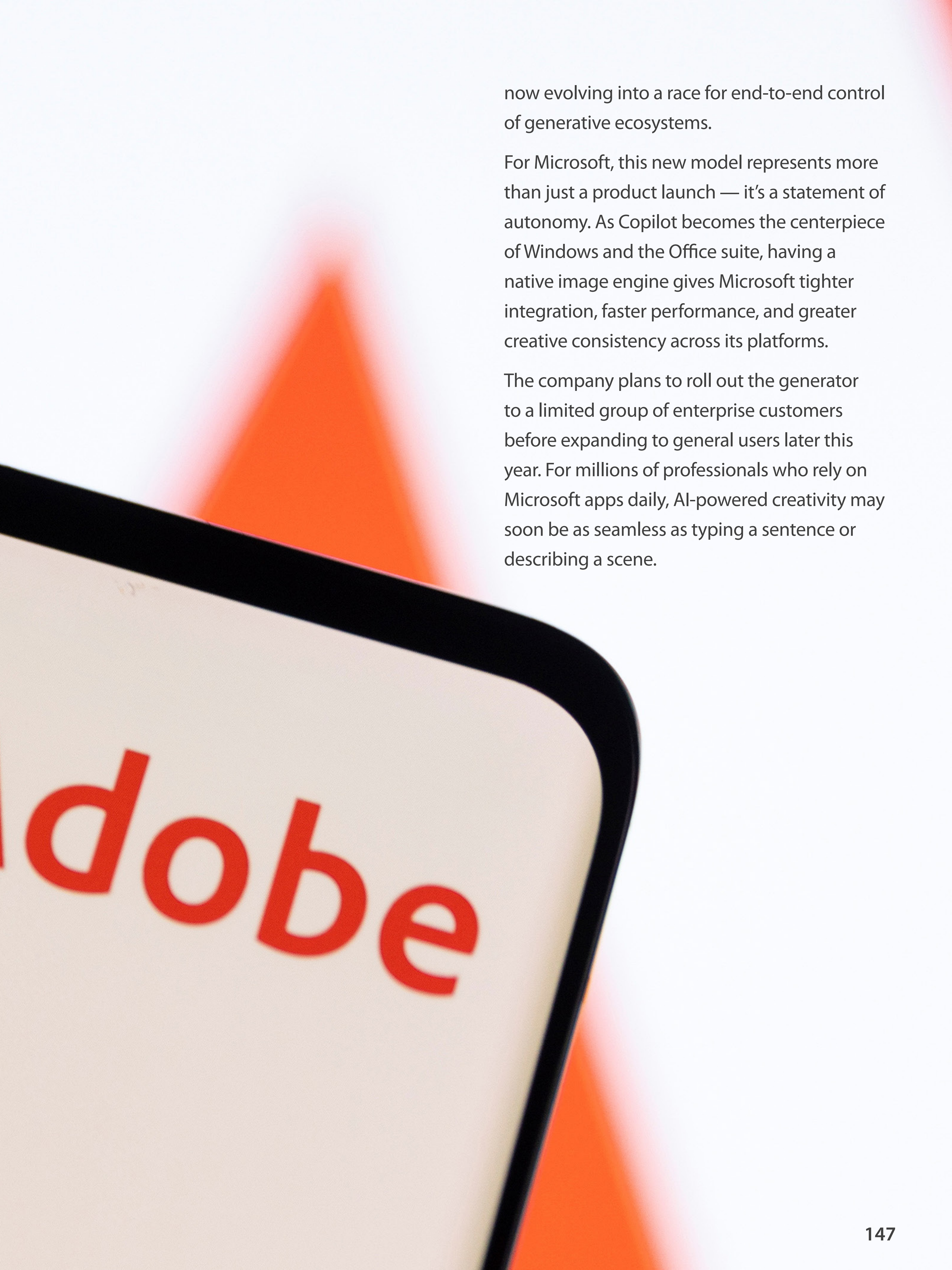
A NEW ERA FOR CREATIVE AI

The release of Microsoft's first internal image generator highlights how quickly the AI landscape is shifting from collaboration to competition. What began as partnerships between tech companies and research labs is

now evolving into a race for end-to-end control of generative ecosystems.

For Microsoft, this new model represents more than just a product launch — it's a statement of autonomy. As Copilot becomes the centerpiece of Windows and the Office suite, having a native image engine gives Microsoft tighter integration, faster performance, and greater creative consistency across its platforms.

The company plans to roll out the generator to a limited group of enterprise customers before expanding to general users later this year. For millions of professionals who rely on Microsoft apps daily, AI-powered creativity may soon be as seamless as typing a sentence or describing a scene.



MULTITASKING MAKES YOU FALL FOR PHISHING — STUDY EXPOSES HIDDEN SECURITY BLINDSPOT

A groundbreaking behavioral study has revealed a dangerous vulnerability lurking in the modern workplace: the more we multitask, the more likely we are to fall for phishing scams. The findings, drawn from a large-scale experiment conducted by researchers at Binghamton University and the University at Albany, show that cognitive overload caused by task-switching significantly impairs our ability to detect fraudulent emails.

In a digital era where workers bounce between chats, dashboards, emails, and meetings, the implications are clear. Cybersecurity defenses can no longer assume a focused user. Instead, the real threat comes from the everyday distraction baked into our workflows — and companies must adapt accordingly.

SPLIT FOCUS, SPLIT DEFENSE

The researchers tested 977 participants, assigning them to perform memory-intensive tasks while simultaneously reviewing a mix of legitimate and phishing emails. The phishing messages included common tricks: slightly misspelled sender addresses, malicious URLs masked by hyperlinks, and emotionally charged prompts like "your payment has failed."

The study found that participants under heavier cognitive load made significantly more mistakes. These individuals failed to notice obvious indicators of fraud, such as unusual domain names or urgent, reward-driven language.

This decline in vigilance can be attributed to the limits of working memory — the brain's temporary storage space. When overloaded with unrelated mental tasks, the human mind

MASSRY SCHOOL OF BUSINESS

deprioritizes slower, more effortful analytical thinking. As a result, users scan rather than evaluate, making snap judgments that leave them vulnerable.

In short, when you're trying to remember a number sequence or finish a report, your brain is less likely to question why an Amazon email is asking for your credentials.

NOT ALL PHISHING IS EQUAL

The study went further by analyzing message framing — how the content of an email affects decision-making. It compared "gain-framed" phishing emails (promising rewards or benefits) with "loss-framed" messages (threatening negative consequences).

Surprisingly, gain-framed emails were significantly more successful in fooling multitasking participants. When cognitive resources were stretched thin, users were more likely to click links in emails offering gift cards, cashback, or bonus programs than those warning of account suspension.

Loss-framed emails triggered a higher level of automatic skepticism, perhaps due to the perceived threat. But reward-based messages played on trust and curiosity — making them especially effective when users were distracted.

This nuance highlights a flaw in many cybersecurity training programs: they often emphasize threat recognition but ignore how different emotional tones in messages affect human behavior under stress.

THE POWER OF JUST-IN-TIME NUDGES

To address the problem, the researchers tested a simple but powerful solution: lightweight nudges embedded directly into the user interface.

These nudges included brief, context-sensitive reminders — such as colored banners or subtle tooltips — that appeared when users hovered over or opened emails. Importantly, the nudges were not constant. They were triggered only when the system detected high-risk message patterns, particularly gain-framed content.

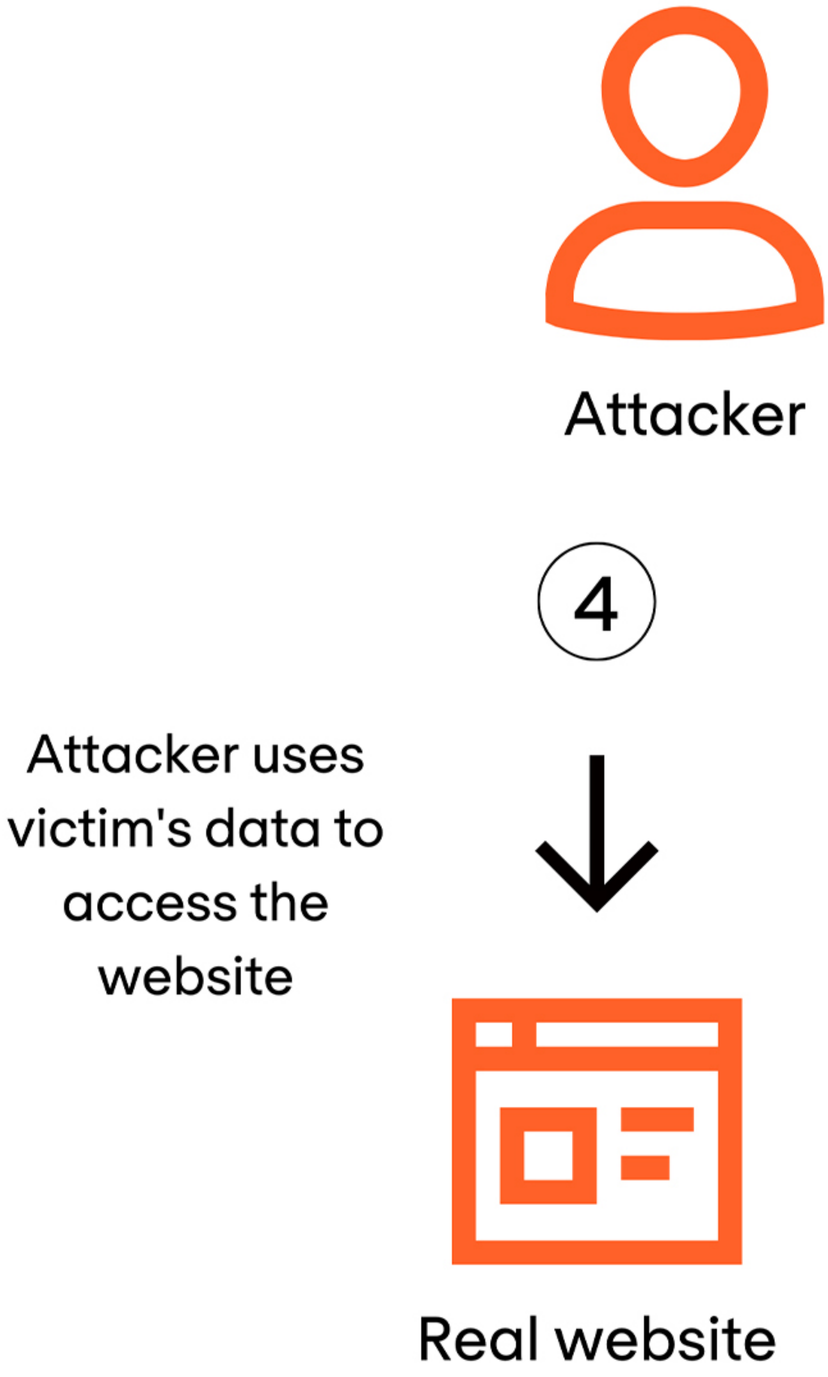
The results were dramatic. Even when multitasking, users exposed to nudges showed a marked improvement in phishing detection accuracy. The key was timing and relevance. Generic warnings were often ignored, but targeted cues that aligned with the content of the email prompted greater scrutiny.

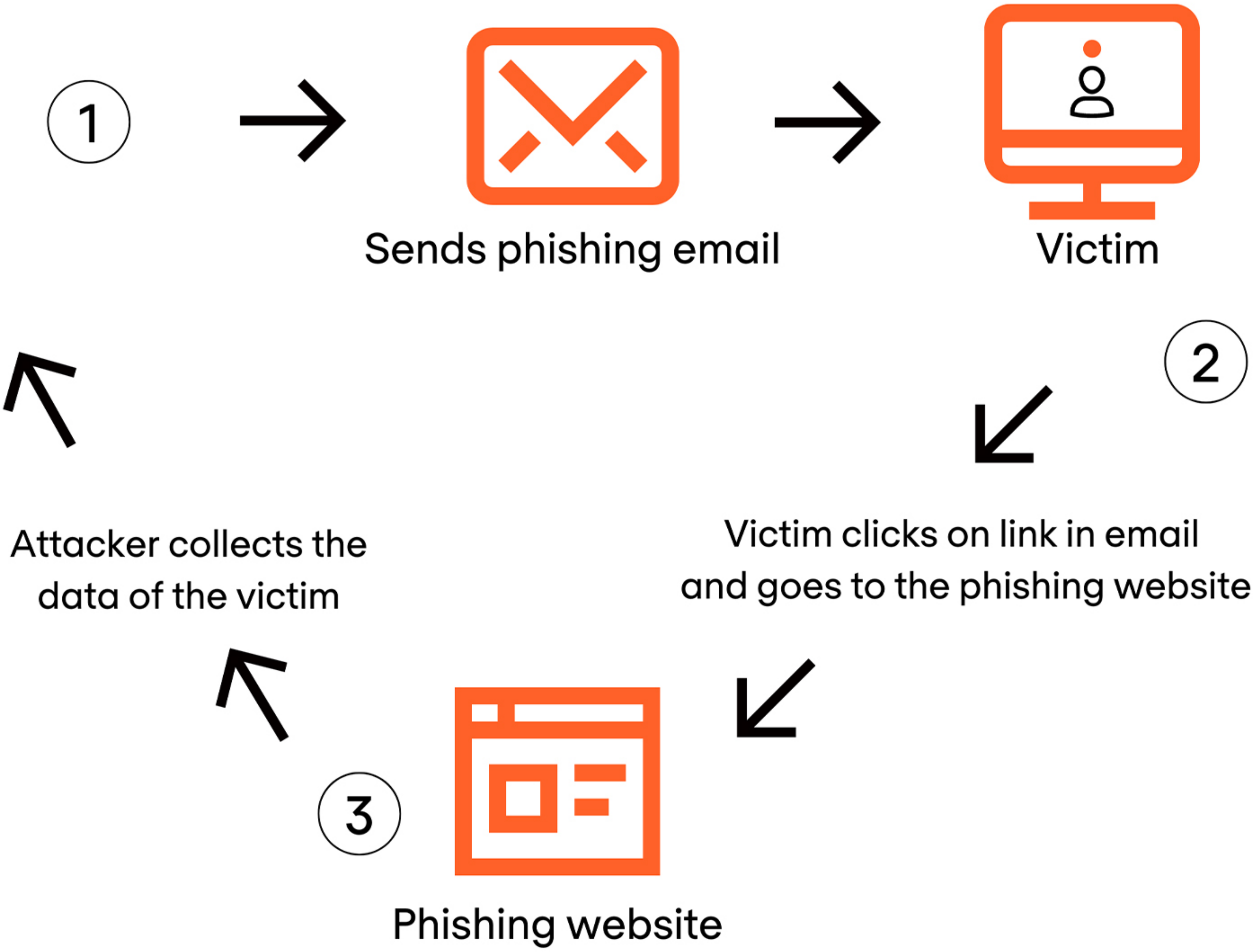
This suggests a future in which cybersecurity defenses adapt in real time, offering support precisely when users need it most — without adding to cognitive load or desensitizing them through overuse.

REAL-WORLD IMPLICATIONS FOR IT TEAMS

These findings carry weighty implications for corporate security strategy. Most organizations still rely heavily on annual training modules or generalized spam filters to protect against phishing. Yet this approach fails to account for the human side of the equation.

Cybercriminals are adapting faster than enterprises. Phishing kits are now powered

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Sends phishing email
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②
Victim clicks on link in email and goes to the phishing website
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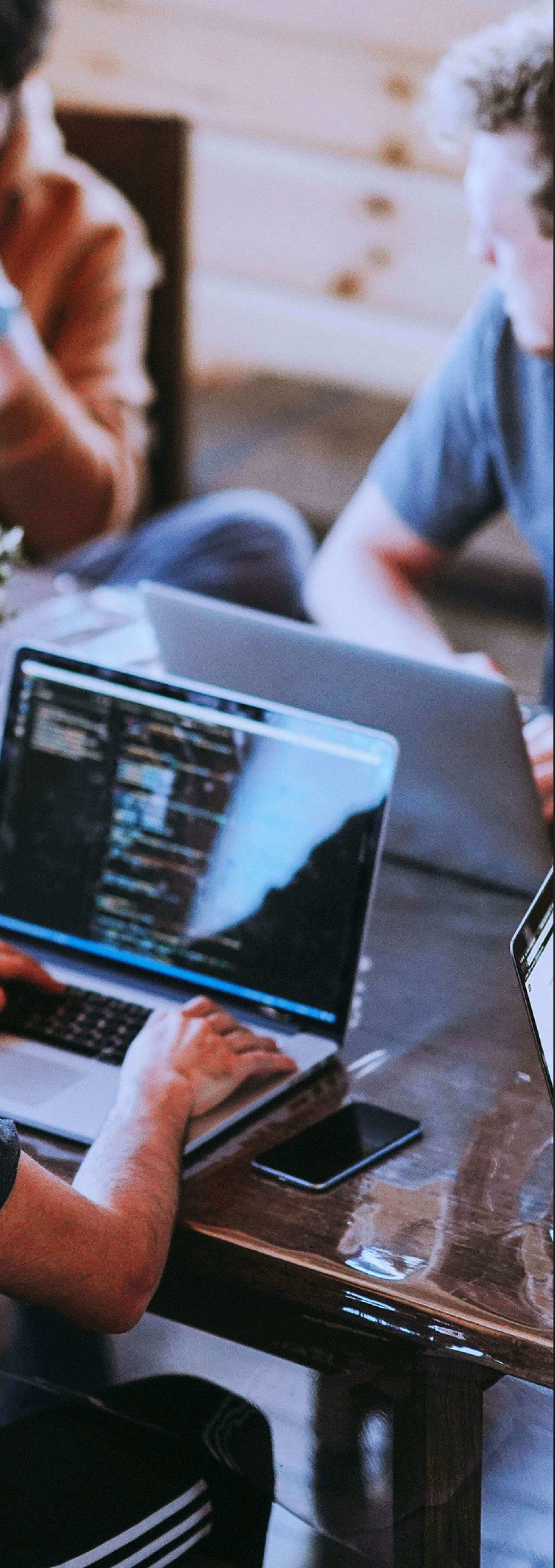
Attacker collects the data of the victim

Image: Nomio Netherlands



by AI, capable of crafting sophisticated, personalized messages that mimic a colleague's tone or mimic a known vendor's invoice style. In this context, timing, distraction, and interface design matter more than ever.

Recommendations include:

Redesigning email clients to include dynamic, situational cues based on message analysis.

Prioritizing UI design as a cybersecurity layer, not just a usability factor.

Training simulations that mimic cognitive load, by introducing distractions or time pressure during phishing drills.

Differentiated response strategies based on email content — treating gain-framed messages with higher scrutiny.

Companies should also reconsider their reporting workflows. If flagging a suspicious email requires three steps and a separate system, most users won't do it — especially when multitasking. Simpler, inline reporting mechanisms integrated into platforms like Outlook or Gmail can vastly increase user engagement.

THE RISING STAKES OF EMAIL VULNERABILITIES

Phishing remains the number one vector for data breaches globally. According to IBM's 2025 Cybersecurity Report, over 91% of successful corporate cyberattacks in the past year originated from phishing or social engineering. The average cost of a phishing-related breach is now over $4.5 million.

And the attack surface is growing. As more companies adopt remote or hybrid work environments, employees are increasingly working across multiple devices and networks — often without enterprise-grade protections. This makes real-time, user-centered defenses even more essential.

Moreover, emerging threats such as quishing (phishing via QR codes) and voice phishing (vishing) are exploiting new channels of distraction. A worker scanning a QR code on their phone during a meeting may be even more prone to error than when reviewing emails at a desk.

TOWARD A HUMAN-CENTERED SECURITY PARADIGM

The central insight from the study is clear: people don't make poor security decisions because they're ignorant — they make them because they're overloaded.

As digital environments become more complex, the responsibility for security must shift toward system design, not just user behavior. Interfaces, workflows, and notifications must be rethought to support cognitive clarity rather than demand more of it.

Human-centered security isn't about dumbing things down. It's about recognizing how people actually work — and building defenses that align with real-world attention spans, not idealized ones.

In this light, just-in-time nudges aren't minor UI tweaks. They're a new frontline of cyber defense — one that works with the grain of human behavior, rather than against it.

Image: Shutterstock

APPLE TV+ IS NOW JUST APPLE TV

Apple is quietly rebranding its flagship streaming service, dropping the "+" and consolidating Apple TV+ into a simpler, unified brand: Apple TV. The move, which insiders describe as a strategic reset rather than a cosmetic update, signals how Apple is reshaping its entertainment division to stand toe-to-toe with industry titans like Netflix, Disney, and Amazon.

THE STREAMING SERVICE GETS A NEW IDENTITY

After years of building its identity around prestige television, Apple is acknowledging what many viewers have already been calling it — just Apple TV. The simplified name reflects Apple's broader plan to merge content, hardware, and software under a single identity, similar to how "Apple Music" and "Apple Arcade" have evolved beyond niche categories.

By aligning its streaming platform with its hardware brand, Apple appears to be preparing for a deeper ecosystem strategy: one where the Apple TV set-top box, the tvOS software, and its original content all operate under a single, cohesive brand identity.

This rebrand comes as Apple prepares a new phase of expansion, including exclusive sports rights, interactive experiences powered by Apple Intelligence, and deeper cross-platform integration with iPhone, Mac, and Vision Pro.

tv

A STREAMING SERVICE BUILT AROUND EXPERIENCE

Apple's philosophy for TV has always been about polish and restraint — a counterpoint to the chaotic volume of Netflix or the nostalgia-driven catalog of Disney+. Each Apple series, from Severance to Slow Horses, has been positioned less as a mass-market show and more as a reflection of Apple's design ethos: minimalist, thoughtful, premium.

That approach hasn't changed, but the platform's presentation is evolving. The new Apple TV interface now emphasizes personalized content discovery, blending Apple Originals with paid rentals and third-party channels under one seamless interface. The goal is to reduce friction: you don't think about apps anymore; you just think about watching.

This philosophy mirrors Apple's hardware design — removing visible seams between components, turning a dozen moving parts into one intuitive experience.

THE WAR FOR ATTENTION

The name change also arrives at a pivotal time for streaming. As competitors consolidate and ad-supported tiers reshape how people pay for entertainment, Apple is betting that simplicity and quality can cut through the noise.

"Apple doesn't want users asking, 'What's TV+ again?'" said a former Apple marketing executive familiar with the strategy. "They want the name to feel inevitable — like Apple Music or Apple Pay. You just use it, and it works."

Apple has also doubled down on live

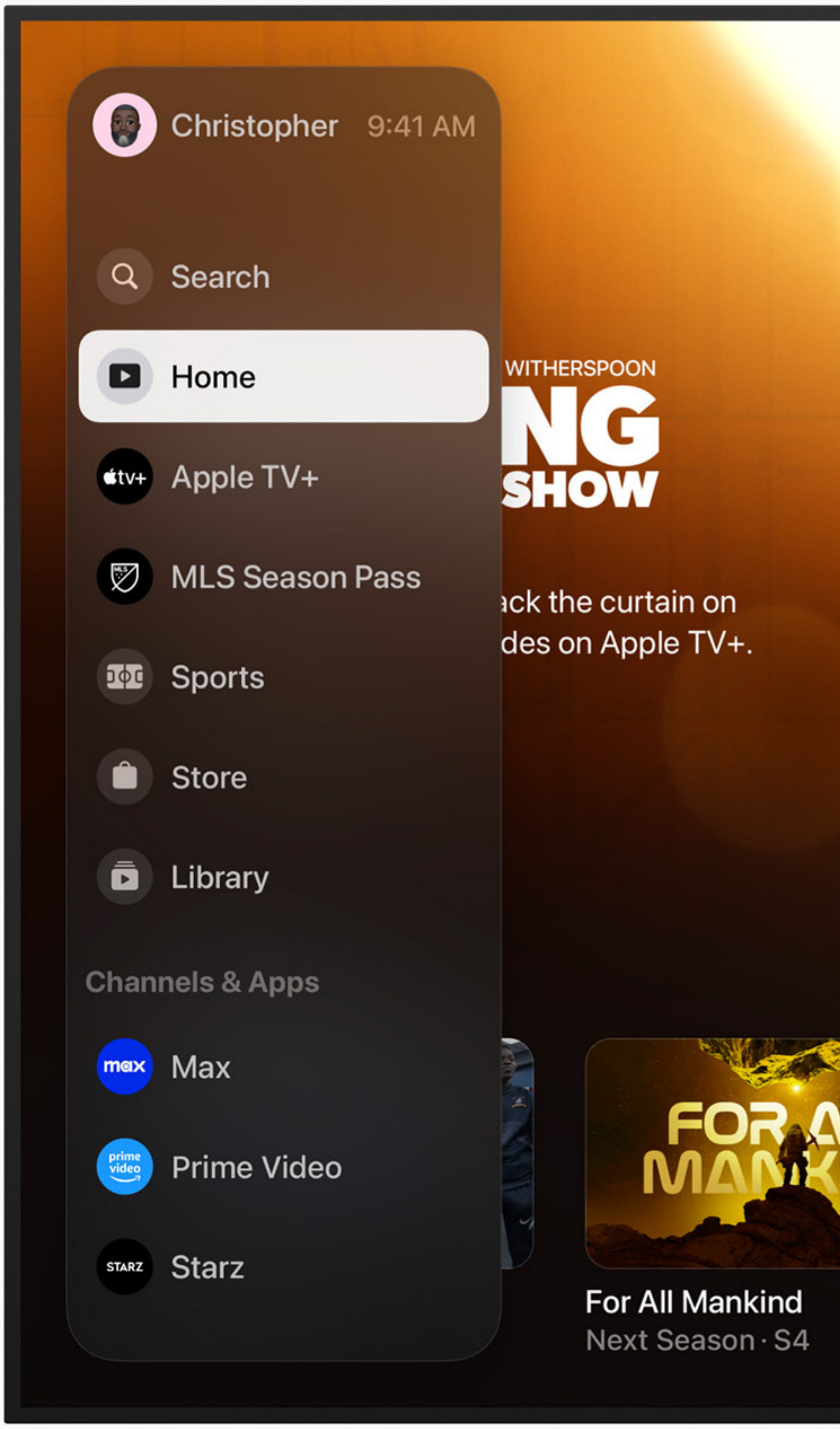
programming, particularly sports. Its Major League Soccer partnership and Friday night baseball broadcasts have performed beyond expectations, helping the company reach viewers who might not otherwise subscribe for scripted content. Sources say the company is exploring additional sports streaming opportunities — possibly including college football and European soccer — to boost long-term retention.

WHY IT MATTERS

The rebrand isn't just a facelift; it's part of a broader effort to make Apple TV the central hub of home entertainment. Apple's long-term roadmap reportedly includes deeper integration with Siri's conversational AI, more immersive experiences on Vision Pro, and a unified library that syncs content preferences across all Apple devices.

In that sense, "Apple TV" becomes less a service and more a connective layer between devices and media — one experience spanning screens, speakers, and spaces.

Apple's entertainment ambitions have grown quietly but steadily. In just a few years, its original films have earned Oscar wins, its series have collected Emmys, and its subscription base has ballooned worldwide, even without the volume of its competitors. The company now sits among Hollywood's top-tier producers, something unthinkable when Apple TV+ launched with only nine shows in 2019.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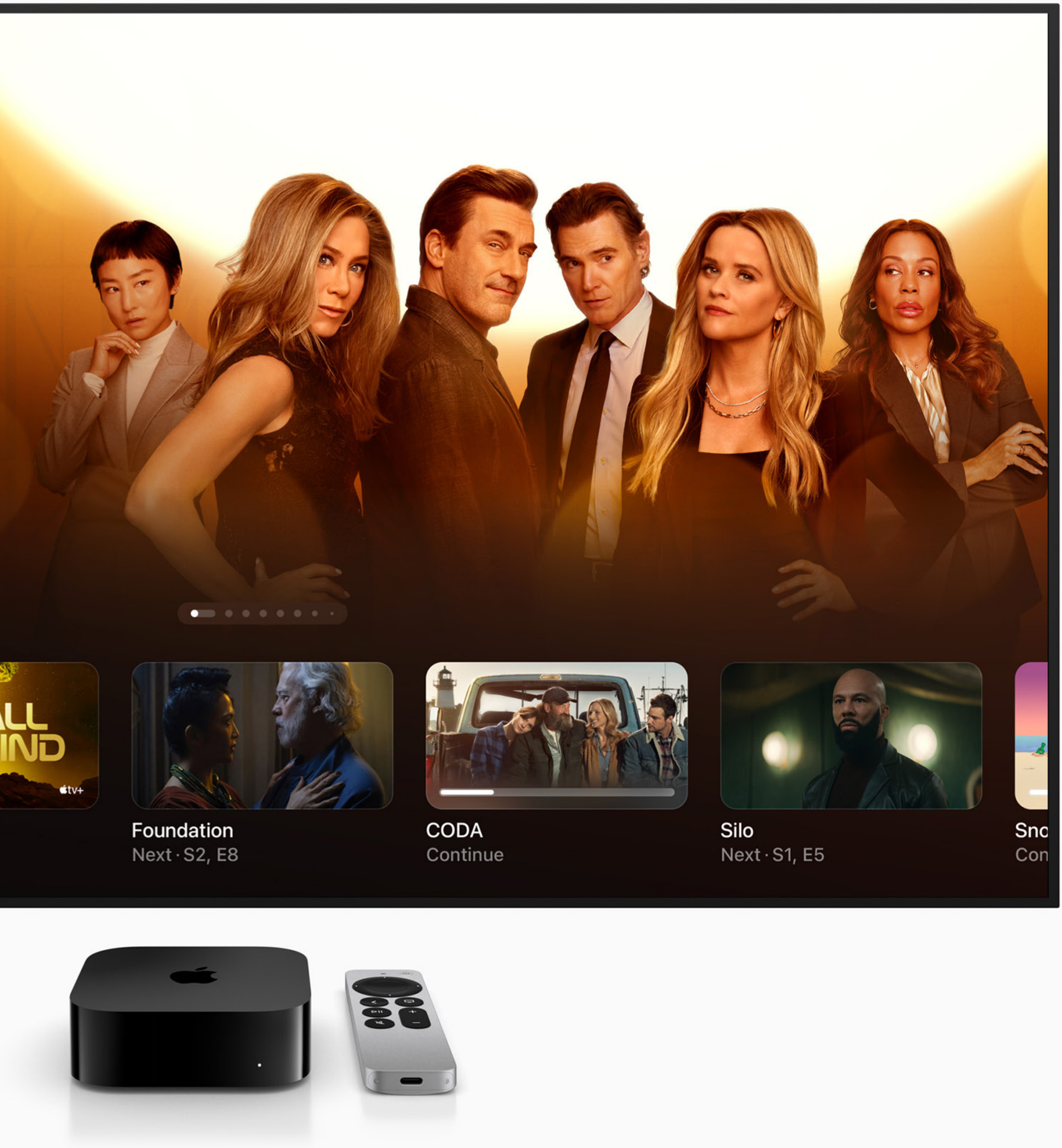
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A FUTURE BEYOND STREAMING

As Apple merges its entertainment offerings under one name, it hints at something larger: a gradual blending of content, intelligence, and interactivity. The company's AI framework, Apple Intelligence, will likely begin curating shows based on user emotion, schedule, or even social context — predicting what you'll want to watch before you reach for the remote.

Imagine finishing a stressful workday and finding the perfect show queued up, your lights dimmed automatically, and your iPhone recognizing your mood before you even unlock it. That's the kind of subtle integration Apple wants to achieve — less about competition, more about coherence.

In the streaming wars, Apple isn't shouting louder. It's whispering smarter. And by renaming its service to simply Apple TV, it's not just simplifying branding — it's redefining how entertainment fits inside the Apple universe.

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APPLE AND SPECTRUM BRING NBA GAMES INTO IMMERSIVE 3D ON APPLE VISION PRO

Basketball is taking a leap into the future. Spectrum SportsNet and Apple are teaming up to deliver Los Angeles Lakers games in Apple Immersive for the Apple Vision Pro, giving fans the closest experience yet to sitting courtside — without leaving their living room. Beginning early next year, a selection of Lakers matchups from the 2025–26 NBA season will stream live through the upcoming Spectrum SportsNet app for Vision Pro, transforming how fans watch and feel the game.

A NEW DIMENSION FOR SPORTS BROADCASTS

The initiative brings a new layer of realism to sports viewing. Each game will be captured using Blackmagic Design's URSA Cine Immersive Live camera, a professional-grade system developed in collaboration with Apple to record video in full 3D spatial format. This allows Vision Pro users to view the court from multiple vantage points — right behind the bench, beneath the basket, or even midcourt — with the depth and perspective of a live human eye.

Spectrum says it will begin streaming its first Immersive broadcasts in early 2026, covering the Lakers' regional territory across Southern California, Hawaii, and parts of southern Nevada, including Las Vegas. Full replays and highlight packages will later become available to Vision Pro users in additional regions through both the SportsNet and NBA apps.

PART OF APPLE'S BIGGER SPORTS STRATEGY

The NBA collaboration is another step in Apple's rapid expansion into live sports, a push that began with Friday Night Baseball and Major League Soccer's MLS Season Pass — the latter of which was the company's first fully global sports subscription service. More recently, Apple has been eyeing NFL Friday Night rights and negotiating for streaming access to major Formula One events, signaling its ambition to make Apple TV+ a core destination for premium sports content.

These partnerships have redefined the company's entertainment ecosystem, blending live sports, on-demand replays, and analytics-driven features. Now, with the Vision Pro, Apple is merging those experiences with spatial computing, inviting users not just to watch games but to feel present inside them.

The company's expanding Apple Immersive library already includes high-profile productions such as Adventure, Metallica: Through the Never (Immersive Edition), and Tour De Force from CANAL+ and MotoGP. Upcoming releases include films from the Audi Formula 1 team and Red Bull Racing, strengthening Apple's growing influence across global sports broadcasting.

AN EVOLUTION OF FAN ENGAGEMENT

In addition to Immersive streaming, the NBA app for Vision Pro will continue to offer advanced interactive features. Fans with NBA League Pass can watch up to five games simultaneously in multiview mode, track player stats in real time, or place a 3D court in tabletop view to analyze game flow and shot distribution.

Apple's spatial environment allows users to overlay live data, highlights, and stats in their physical surroundings, effectively turning any room into a private command center for game nights. For fans accustomed to juggling multiple screens during the playoffs, Vision Pro consolidates everything — live video, replays, commentary, and analytics — in a seamless, gesture-driven interface.

Image: Andreas Prott

FROM COURTSIDE TO COUCHSIDE

The collaboration with Spectrum marks one of the first large-scale uses of Apple Immersive Live for sports broadcasting. The technology's adoption signals how Apple envisions the Vision Pro evolving: not as a niche device for tech enthusiasts, but as a new medium for storytelling, entertainment, and collective experiences.

Every Immersive production is designed to capture the scale and emotion of live performance — the squeak of sneakers, the echo of the crowd, the tension before a buzzer-beater — rendered in spatial audio and full stereoscopic 3D. The result is an experience that transcends television or VR, closer to presence than viewing.

Image: Julien DeRosa

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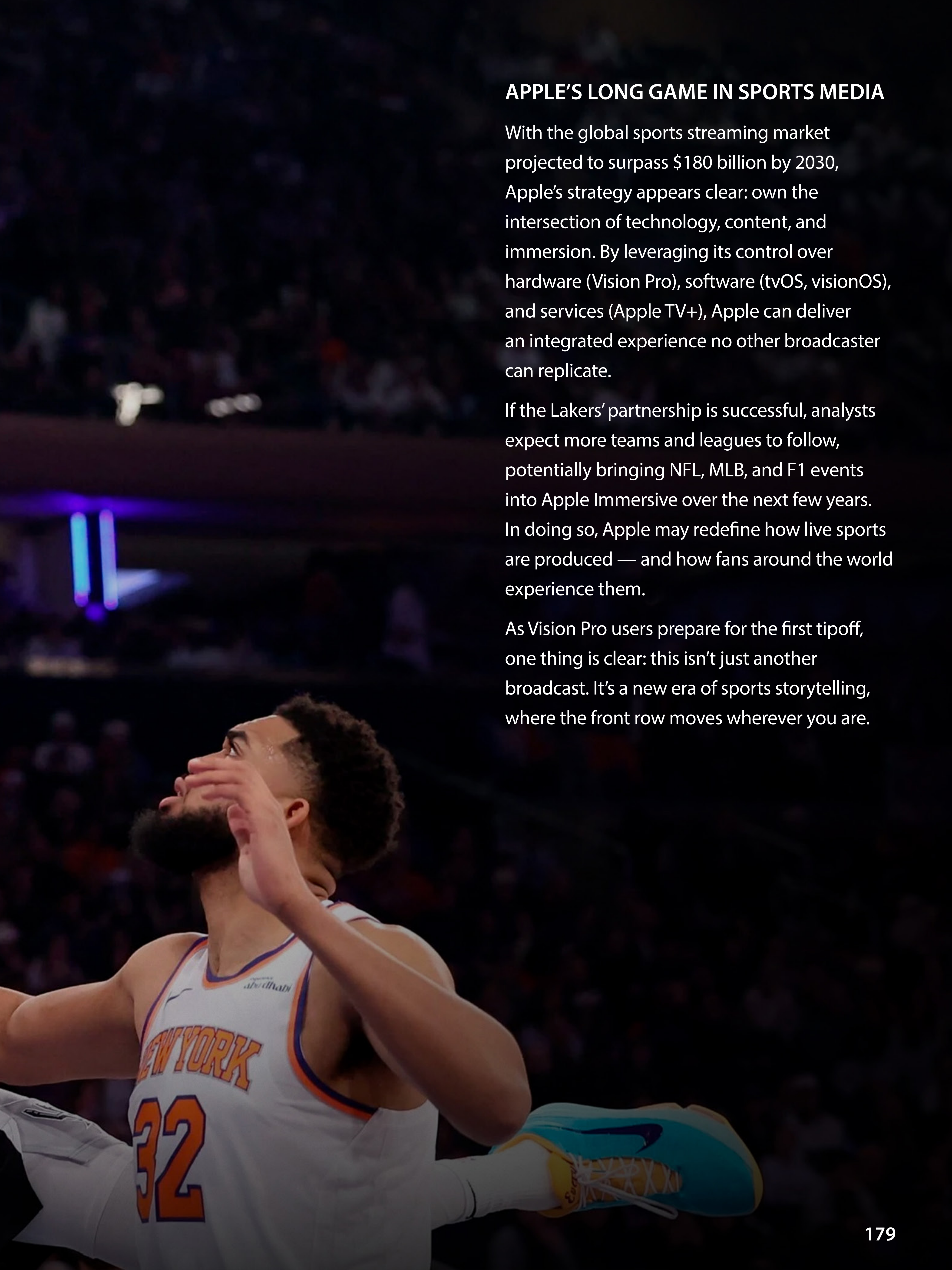
APPLE’S LONG GAME IN SPORTS MEDIA

With the global sports streaming market projected to surpass $180 billion by 2030, Apple’s strategy appears clear: own the intersection of technology, content, and immersion. By leveraging its control over hardware (Vision Pro), software (tvOS, visionOS), and services (Apple TV+), Apple can deliver an integrated experience no other broadcaster can replicate.

If the Lakers’ partnership is successful, analysts expect more teams and leagues to follow, potentially bringing NFL, MLB, and F1 events into Apple Immersive over the next few years. In doing so, Apple may redefine how live sports are produced — and how fans around the world experience them.

As Vision Pro users prepare for the first tipoff, one thing is clear: this isn’t just another broadcast. It’s a new era of sports storytelling, where the front row moves wherever you are.



STARSHIP FLIES AGAIN — AND SPACE INFRASTRUCTURE PLANS GAIN MOMENTUM

On October 13, 2025, SpaceX successfully conducted its 11th Starship flight test, launching from Starbase, Texas, and completing a full mission profile that included engine reignition, payload deployment, and controlled splashdown maneuvers. The Super Heavy booster executed a stable water landing in the Gulf of Mexico before initiating a self-destruct command as designed, while the Starship upper stage descended to the Indian Ocean after deploying a set of test payloads.

This flight marked the final test for the current "Block 2" configuration, clearing the way

SPACEX

for upgraded versions of Starship designed to support broader missions across space infrastructure, satellite expansion, and interplanetary transport.

EVOLUTION OF THE STARSHIP DEVELOPMENT PROGRAM

Starship, SpaceX's fully reusable launch system, has undergone a rapid evolution since its initial suborbital hops. Designed for deep space missions and massive orbital logistics, the two-stage system pairs the Super Heavy booster with a Starship upper stage capable of delivering over 100 tons to low Earth orbit.

Each flight has served to refine the system. Early tests focused on static fire validation, heat-shield durability, and aerodynamic control during descent. More recent missions have shifted toward advanced functionality—engine reignition in orbit, high-altitude thermal testing, and payload deployment under operational conditions.

The program's next phase will introduce new docking adapters, enhanced fuel transfer capabilities for orbital refueling, and redesigned payload fairings. These upgrades are essential not only for long-term Martian ambitions but also for near-term commercial services like Starlink satellite delivery and lunar landings under NASA's Artemis program.

NASA has contracted Starship to serve as the lunar lander for Artemis III and future crewed missions. Any delays in testing or qualification may directly impact the timeline for the United States' return to the Moon.

SPACEX

STARLINK'S ROLE: BIGGER PAYLOADS, FASTER CONNECTIVITY

Beyond exploration, Starship is critical to SpaceX's commercial agenda—especially for Starlink.

Starlink, the company's global satellite internet initiative, is entering its next chapter: launching larger, heavier, and more capable satellites to power expanded broadband coverage and new services like direct-to-cell connectivity. These advanced satellites, too large for Falcon 9 launches, are optimized for Starship's massive fairing and payload capacity.

The increased satellite size allows for stronger onboard antennas, longer lifespan, and improved mesh networking between satellites. This scaling is particularly important as Starlink targets a new market: direct service to unmodified smartphones.

FROM SPACE TO SMARTPHONES

Starlink's Direct to Cell service enables standard LTE smartphones to connect with satellites in low Earth orbit—no hardware changes or external accessories required. This represents a significant shift in global connectivity, especially in rural or underserved regions.

Currently in limited beta, the service supports basic text and location features, with full data and voice expected in subsequent rollouts. Tests show promising bandwidth performance, and new spectrum licenses in key markets are paving the way for full-scale deployment.

T-Mobile has already partnered with Starlink to launch a service called "T-Satellite," aimed at providing backup connectivity during outages or in remote areas. Other carriers are exploring similar models.

This hybrid approach—ground-based networks complemented by space-based redundancy—could become the standard for mobile infrastructure within the decade.

APPLE'S SATELLITE MOVE: RUMORS AND ROADMAP

In early 2025, Apple quietly rolled out support for Starlink-based text messaging on compatible iPhones in the U.S., through a limited partnership with SpaceX and T-Mobile. iOS 18.3 introduced backend support for emergency satellite messaging, giving users the ability to send texts even when cellular and Wi-Fi were unavailable.

According to multiple reports, this is just the beginning.

Apple is rumored to be working on a broader satellite integration strategy tied to its upcoming proprietary modem architecture. Insiders suggest that the company's next-generation devices—including iPhones, iPads, and even MacBooks—could support native satellite fallback, powered by Starlink and embedded directly into Apple silicon.

Such a move would make Apple the first major device manufacturer to offer universal satellite connectivity across its ecosystem, enabling seamless transitions between ground and orbital networks.

While Apple has yet to confirm these plans, references to satellite support in firmware

builds and the company's recent patent activity suggest that the groundwork is being laid.

If realized, this alignment would place Starlink at the heart of the world's most profitable hardware ecosystem, unlocking billions in potential service revenue and positioning SpaceX not only as a launch provider but as a foundational layer of global connectivity.

A NEW ERA OF ORBITAL INFRASTRUCTURE

With Starship maturing, Starlink expanding, and companies like Apple exploring direct-to-device satellite access, a new model of internet infrastructure is taking shape—one where orbital assets are as integral to daily communication as fiber-optic cables.

The 11th Starship flight wasn't just another test—it was a signal that a long-envisioned system is finally coming into focus: reusable rockets, scalable space broadband, and seamless planet-wide coverage, all part of a vertically integrated roadmap from launch pad to pocket.

APPLE EXPANDS SOLAR AND WIND INVESTMENTS ACROSS EUROPE

Apple is doubling down on its commitment to renewable energy with a sweeping new initiative that adds hundreds of megawatts of solar and wind capacity across Europe. The projects—spread across Greece, Italy, Poland, Latvia, and Romania—represent a key milestone in Apple's global plan to reach full carbon neutrality by 2030.

More than just symbolic progress, the move underscores how Apple is taking practical, scalable steps to address its own operational footprint while helping accelerate Europe's transition toward a clean-energy economy.

A CONTINENT-WIDE RENEWABLE INVESTMENT STRATEGY

Apple's new European energy initiative adds roughly 650 megawatts of solar and wind capacity to the grid—enough to power hundreds of thousands of homes annually. The company is partnering with local developers and governments to create projects that support its retail stores, data centers, and regional offices.

These projects build upon more than a decade of sustainability work. Since 2018, Apple's global operations have run entirely on renewable electricity, and every one of its stores and offices in 44 countries operates with clean energy. The new initiative expands that leadership to the next frontier—clean energy generation at scale, integrated directly into regional grids.

In the European Union, where climate policy and sustainability expectations are among the most rigorous in the world, Apple's expansion is viewed as both an economic and environmental contribution. Local partners say Apple's involvement helps unlock financing and visibility for renewable projects that might otherwise take years longer to complete.

MATCHING AMBITION WITH ACTION

Apple's renewable progress stands out not only for its size but for its integrated approach. The company's environmental roadmap focuses on three key pillars:

Clean power for operations and data infrastructure – Apple has already transitioned all its offices, stores, and data centers to renewable energy. The new European projects will reinforce this supply and provide additional

grid resilience as AI and cloud computing workloads increase.

Supply chain transformation – Through the Apple Supplier Clean Energy Program, more than 320 manufacturing partners across 30 countries have committed to using 100% renewable power for Apple production. This represents more than 16 gigawatts of clean energy pledged globally—making Apple one of the largest private drivers of renewable demand worldwide.

Product lifecycle innovation – From recycled aluminum enclosures in MacBooks to low-carbon materials in iPhones and Apple Watches, Apple is redesigning its products with sustainability at the core.

Each of these pillars reinforces the others. By investing in grid-scale renewable projects, Apple not only powers its own operations but also supports local grids that benefit other businesses and communities.

DATA CENTERS, AI, AND ENERGY EFFICIENCY

Apple's investments arrive at a critical time for the tech industry, as artificial intelligence and digital services drive unprecedented demand for energy. While other companies rely heavily on centralized, high-consumption AI training clusters, Apple's focus on on-device intelligence—processing data locally on iPhones, Macs, and iPads—significantly reduces the need for massive cloud infrastructure.

This design philosophy gives Apple a unique sustainability advantage. By distributing AI workloads across billions of efficient devices powered by Apple Silicon, the company minimizes both energy use and latency. The upcoming expansion of the company's clean energy infrastructure ensures that even the cloud components of Apple Intelligence and iCloud services will be increasingly powered by renewable sources.

Apple's European data centers, particularly in Denmark and Ireland, already operate with 100% renewable energy and are models of efficiency. New solar and wind developments will reinforce that supply and help meet growing energy needs without increasing Apple's carbon footprint.

LEADING BY EXAMPLE IN GLOBAL SUPPLY CHAINS

Perhaps the most ambitious element of Apple's sustainability strategy lies beyond its own walls: transforming its supplier ecosystem. Manufacturing represents more than 70% of Apple's total carbon footprint, and the company is actively helping suppliers transition to renewable power through direct procurement programs and clean-energy financing support.

Suppliers such as TSMC, Foxconn, and Murata have joined Apple's renewable energy program, installing solar arrays and signing long-term clean power purchase agreements. As of 2025, Apple suppliers have brought online more than 13 gigawatts of renewable capacity globally—roughly equivalent to the energy demand of over four million homes.

Apple also provides open-source tools and guidance to help smaller partners decarbonize

their own operations, creating a ripple effect that extends far beyond its own supply chain.

POSITIVE IMPACT FOR COMMUNITIES AND CLIMATE

Beyond reducing emissions, Apple's renewable projects carry broader economic and social value. Each new solar or wind site brings local construction jobs, infrastructure upgrades, and training opportunities for communities in the transition to green energy.

In regions like Eastern Europe, Apple's participation helps stabilize energy grids and attract new investment in clean technologies. By committing early to multi-country renewable frameworks, Apple gives developers the financial certainty needed to expand faster.

The company's environmental investments also align with EU goals to increase renewable generation and reduce reliance on imported fossil fuels. In this way, Apple's clean energy expansion serves both corporate and regional climate objectives.

TRANSPARENCY AND ACCOUNTABILITY

Apple continues to set a high standard for environmental transparency. Its annual Environmental Progress Report, audited by third parties, details carbon reduction efforts, renewable sourcing, and lifecycle emissions data.

The 2025 report showed a 55% reduction in total emissions since 2015, placing Apple on track to reach carbon neutrality by the end of the decade. Moreover, 95% of its suppliers by manufacturing spend are already part of the renewable transition.

Critically, Apple's approach avoids reliance on unverified offsets or accounting tricks. Instead, the company prioritizes direct renewable generation, energy storage, and efficiency improvements. This has made Apple's sustainability framework a reference model across industries.

THE ROAD AHEAD

While the new European initiative marks a major milestone, Apple's environmental roadmap continues to evolve. Key areas of focus include:

Scaling renewable infrastructure beyond Europe to Asia and Latin America.

Developing next-generation battery storage to balance intermittent energy supply.

Advancing circular manufacturing, using recycled rare earth elements and zero-waste facilities.

Enhancing AI efficiency to ensure emerging workloads stay carbon neutral.

Apple's long-term vision is clear: a fully decarbonized ecosystem where every device, data center, and supplier is powered by renewable energy. Its current pace suggests that this vision is not aspirational—it's achievable.

Apple's new European solar and wind projects are not simply a regional investment—they're a statement of leadership in climate responsibility. In an era when sustainability pledges often outpace tangible action, Apple continues to demonstrate that innovation and environmental progress can advance hand in hand.

CHINA DOUBLES EV EXPORTS IN SEPTEMBER AS DOMESTIC PRESSURE FUELS GLOBAL PUSH

Chinese electric vehicle exports surged to 222,000 units in September 2025 — a 100% increase compared to the same month last year — underscoring how domestic market pressures, fierce competition, and price wars are driving automakers to seek growth abroad. The surge highlights both the challenges and opportunities facing China's fast-evolving electric mobility sector as it transitions from rapid domestic expansion to global dominance.

The data, released by the China Association of Automobile Manufacturers (CAAM), shows that the country's EV makers are now leveraging their scale and cost efficiency to capture international markets just as the domestic industry begins to cool.

EXPORT GROWTH SIGNALS GLOBAL AMBITION

The headline figure of 222,000 exported electric vehicles represents one of China's strongest monthly performances on record. While slightly lower than August's 224,000 units, it still marks a doubling year-over-year — a pace that few global automakers can match. Much of the growth is led by BYD, the world's largest EV manufacturer, which continues to expand aggressively into Europe and other key markets.

BYD's sales in the United Kingdom soared 880% in September, making the U.K. its largest market outside China. That success underscores the company's ability to compete in established markets where brand recognition and regulatory compliance present steep barriers. BYD's performance in Europe also coincides with plans to establish a third local assembly plant in Spain,

a move designed to reduce logistics costs and avoid tariff exposure while strengthening its European presence.

The export surge, however, contrasts with a moderation in domestic demand. BYD's local sales fell by 5.5% in September — its first decline since early 2024 — even as national passenger car sales rose more than 11% compared to the previous year. The dip suggests that China's domestic market may be reaching temporary saturation, prompting leading automakers to prioritize overseas expansion as a new growth frontier.

OVERCAPACITY AND PRICE WARS PUSH AUTOMAKERS OUTWARD

China's auto sector has faced growing pressure from overcapacity and relentless price competition. Government incentives and aggressive production targets over the past decade created a market flush with vehicles and razor-thin profit margins. As local subsidies begin to taper and major cities suspend certain incentive programs, manufacturers are increasingly seeking relief abroad.

Analysts from the Rhodium Group noted that Chinese automakers invested more money in overseas operations last year than in domestic facilities — a reversal of decades-long patterns. With domestic profitability declining, international markets are now viewed as both a commercial opportunity and a strategic necessity.

This overseas pivot is not limited to exports. Automakers like BYD, SAIC, Chery, and Geely are establishing local assembly plants in Europe, the Middle East, and South America to mitigate tariff risks and adapt more easily to local consumer

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preferences. Spain has reportedly emerged as the frontrunner for BYD's next European production site, reflecting growing European acceptance of Chinese EV brands.

Beijing, meanwhile, is tightening oversight. From 2026, new rules will require export licenses for EV shipments to protect brand integrity and prevent low-quality or unauthorized exports. The new regulatory framework reflects China's intention to manage its global EV reputation as more companies enter international markets.

DOMESTIC SALES STILL STRONG BUT SHOW EARLY STRAINS

Despite the focus on exports, the domestic market remains crucial to China's automotive ecosystem. In September, overall vehicle sales rose 6.6% year-on-year to reach 2.27 million units. Electric and hybrid vehicles accounted for 57% of total passenger car sales, up more than 15% from the same period in 2024.

However, the pace of domestic growth varies by brand. While BYD experienced a temporary decline, competitors such as Geely, XPeng, and Xiaomi reported record-breaking sales during the traditional "Golden September" buying period. These results highlight the increasingly fragmented nature of China's EV sector, where intense competition has created clear winners and losers each month.

Trade-in subsidies and government-backed replacement programs have helped sustain domestic demand, but these measures are temporary. Many analysts expect the export boom to continue as manufacturers look to balance domestic plateaus with international opportunities.

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THE GLOBAL IMPACT OF CHINA'S EV STRATEGY

China's export expansion is reshaping the global EV landscape. As the country's automakers flood markets with competitively priced electric models, established Western manufacturers are being forced to accelerate their transition strategies. The scale, efficiency, and integrated supply chains of Chinese companies allow them to offer vehicles at prices Western brands often cannot match without sacrificing margins.

To counter future trade risks, many Chinese automakers are also pursuing regional production bases. By localizing manufacturing in Europe and Latin America, they aim to minimize exposure to tariffs and shipping costs while responding faster to local regulations. These international investments mark a shift from short-term export reliance to long-term global integration.

At the same time, China's growing control over the upstream supply chain — particularly in rare earth materials and battery components — reinforces its strategic position. The country's recent tightening of export licenses for rare earth magnets underscores its leverage in global manufacturing. By combining technological scale with raw material control, China is building a vertically integrated ecosystem that few competitors can replicate.

The success of companies like BYD also signals the maturation of Chinese EV brands from low-cost exporters to credible global players. In markets like the U.K., Thailand, and Brazil, Chinese EVs are gaining traction not just for affordability but for reliability and advanced features. As these brands gain recognition, they are likely to challenge the dominance of traditional automakers even in premium segments.

LOOKING AHEAD

The surge in Chinese EV exports marks the start of a new phase in the electric mobility revolution. It demonstrates both the adaptability of China's automakers and the country's strategic intent to cement its leadership in the world's transition to clean transportation.

Challenges remain, including geopolitical tensions, potential trade restrictions, and the risk of market saturation abroad. Yet the trend is unmistakable: China's EV industry is evolving from a domestic powerhouse into a global network of manufacturers, suppliers, and consumers connected by technology and scale.

If the current pace continues, 2025 could be remembered as the year China firmly established itself as the world's central hub for electric vehicle exports — turning internal competition into external opportunity, and overcapacity into global influence.

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SPECIAL EDITION" Spirits were high at Apple's "There's more in the making" event, which was held at the Howard Gilman Opera House in Brooklyn, New York on October 30. Hot off the heels of the launch of the new iPhone XS, XS Max and XR, Tim Cook and Co were ready to show off next-generation models of two of the company's most beloved products: the Mac, and the iPad. Introducing a whole host of new editions, this was an Apple event to

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